



STRATEGIC PLAN 2024-2028

"Dive Back In"



**Boronia Amateur Swimming
& Lifesaving Club Inc.
ABN 62 869 464 774**

Foreward

On behalf of the Boronia Amateur Swimming & Lifesaving Club Inc. ("BASLC"), I would like to welcome back the members, volunteers, employees and corporate partners for the coming 2024-2028 strategic plan. The "Penguins" have a rich history within the Knox City Council as stewards of the local competitive swimming scene since 1964. The club has faced significant headwinds throughout the last three years with the closure of many community programs due to the pandemic and reduced participation rates as a result.

The 2024-2028 strategic plan is appropriately titled **"Dive Back In"** and has a strong focus on rebuilding the foundations of a strong swimming club to improve participation and return the Boronia Penguins Swim Team to the competitive swimming environment. Guided by our purpose and values, we propose the three strategic pillars of 1. Good Governance 2. Better Participation and 3. Best Performance to achieve these aims and provide to do so, three corresponding sub-committees as custodians of each pillar. We will bring together the right people to progress these individual goals over the course of this plan and in doing so, resurrect the Boronia Penguins Swim Team and return it to its full potential.

The club is currently looking for active volunteers to fill the remaining roles on the proposed sub-committees and we would very much like to hear from you should your values and interests be aligned.

Looking forward to working with you in the very near future.



Claude Alain Staub
President
BASLC

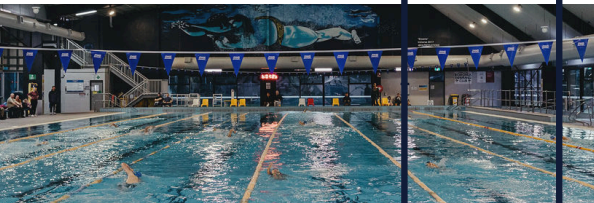


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& Lifesaving Club Inc.
ABN 62 869 464 774

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Boronia VIC 3155

**GOOD
BETTER
BEST
BORONIA
SWIM
TEAM**



Our Club



OUR PURPOSE

"Boronia Amateur Swimming & Lifesaving Club are committed to developing participation and the individualised performance goals of aspiring swimmers in a fun, inclusive and team-building atmosphere"

OUR VALUES



INTEGRITY

Club representatives are honest and demonstrate behaviours consistent with the organisations values as custodians of, and stewards of, the BASLC and its resources



TEAMWORK

Club representatives are inclusive and value teamwork and collaboration to achieve common goals



FUN

Club representatives value passion and enjoyment in their activities with the club bringing a 'can do' attitude and a smile to all interactions



EXCELLENCE

Club representatives take on new challenges and enlist leading resources in their collective pursuit of excellence



BORONIA PENGUINS SWIM TEAM



Strategic Plan 2024-2028

Our Strategic Priorities



GOOD GOVERNANCE

Good governance begins with a community of good people made up of volunteers, members, employees and partners to navigate the administrative landscape of competitive swimming. This strategic pillar is driven by good stewardship of our resources to safeguard the future of the BASLC



BETTER PARTICIPATION

A strong administrative platform allows for the growth of the club to maximise opportunities and participation for our athletes. The participation framework includes pathways for junior, development and masters squad swimmers to progress personalised performance pathways with governing bodies, program partners and sponsors



BEST PERFORMANCE

We identify potential and accelerate individual talents. We design, develop and implement a leading competitive swimming curriculum with internal and external performance partnerships. We showcase and refine our performance via a strong presence within the competitive swimming landscape both in attending and hosting swimming events.

BORONIA PENGUINS SWIM TEAM



1

2

3

#1 GOOD Governance



Key Actions

Establish GOOD Governance Sub-Committee and draft Terms of Reference including all key actions assigned to the sub-committee with associated timelines and performance indicators.

Publish 4 Year Budget & Financial Projections to support Strategic Planning goals.

Annual budgets to be reviewed monthly at sanctioned committee meetings.

Publish Asset Register and review existing assets to contribute to grants available

Publish 'Penguins Scholarship' Program and advertise internally for eligible athletes

Establish working relationship with centre management and review existing contracts annually

Publish position descriptions for all paid and voluntary roles within the organisation including suitable induction programs for each role in partnership with centre management.

Complete professional supervision quarterly with all employees and volunteers including PR&D annually.

Publish Child Safety Standards Action Plan 2024-2028 and establish a culturally safe environment in which the diverse and unique identities and experiences of Aboriginal children are respected.

Publish a feedback, complaints and incident register to satisfy organisational risk management.

Publish online and accessible feedback registered to include children and their families proactively



#2 BETTER Participation



Key Actions

Establish BETTER participation Sub-Committee and draft Terms of Reference including all key actions assigned to the sub-committee with associated timelines and performance indicators.

Publish 4 Year Growth & Marketing Strategy to support Strategic Planning goals.

Annual growth projection targets to lead contracting of lane space 6 months in advance with outlook for AM sessions

Partner with native and local Learn 2 Swim schools to roll out Swimming Victoria's ("SV") bridging programs

Invest in local schools to offer free coaching for school carnival teams with the outlook of securing trials

Invest in key marketing sites / banners to promote the club in high traffic areas withing Knox Leisureworks

Establish a Masters Swim Squad as secondary growth startegy to include parents and adult swimmers

Establish access pathways for all-abilities swimmers to transition into existing squads.

Identify three principle partners (sponsorship) and secure sponsorship contracts for the startegic period.

Update and co-brand the club website to promote community partnerships and member offers.

Publish online calendar and trial bookings including regular blog, socials and FAQ to promote the club online

Identify a new uniform partner to extend teamwear range and promote the club at events



BORONIA
PENGUINS

SINCE 1984

Strategic Priorities
Strategic Plan 2024-2028

**GOOD
BETTER
BEST**

#3 BEST Performance



Key Actions

Establish BEST Performance Sub-Committee and draft Terms of Reference including all key actions assigned to the sub-committee with associated timelines and performance indicators.

Partner with external high-performance programs to publish an annual swimming curriculum for all squads

Identify individual athlete goals and tailor, where possible, individualised training programs.

Identify and publish requirements for each squad including pathways for transition.

Support athletes with allied health professional information sessions as part of the curriculum.

Publish all key training squad dates / times on the online club calendar.

Host and increased number of internal club aggregates to promote racecraft and review development

Attend an increased number of competitive race meets as a club with improved participation from all squads

Publish annual race calendar including club championships and host one competitive meet from 2025 annually

Support coaching development with education pathways and promote regular meetings between coaches.

Provide monthly review of performance with Head Coach at sanctioned committee meetings.



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PENGUINS
SINCE 1994

Strategic Priorities
Strategic Plan 2024-2028

Our Committees



GOOD

SUB COMMITTEE
Governance, Finance & Risk

CHAIR

Jacinta Wassnberg
BASLC Secretary

BASLC Treasurer
Committee Compliance
Committee Fundraising

OVERSIGHT

Budget & Finance
Contracts & HR
Infrastructure
Child Safety Standards

info@boroniapenguins.org



BETTER

SUB COMMITTEE
Participation & Partnerships

CHAIR

Claude Staub
BASLC President

BASLC Vice President
BASLC Registrar
BASLC Partnerships

OVERSIGHT

Membership
Marketing
Community Partnerships
Sponsorship / Uniforms

info@boroniapenguins.org



BEST

SUB COMMITTEE
Performance & Development

CHAIR

Kahlia Marsh
BASLC Head Coach

BASLC Dir. Swimming
Committee Performance
Committee Race Meets

OVERSIGHT

Swimming Curriculum
Race Meet Calendars
Athlete Development
Event Management

info@boroniapenguins.org

BORONIA PENGUINS SWIM TEAM



1

2

3

Milestones



60

Financial members
swimming across all squads

5

Five aggregates and five
targeted meets per season
including club championship

1-1

One silver and one bronze
coach employed plus junior
development coaches

1-1

One formal Swim School
transition partnership & one
local school partnership

3

Three sponsors signed
★

New masters swim squad
established and active
New child safety standards
action plan published
Four year budget forecast
and growth strategy
published



70

Financial members
swimming across all squads

5

Five aggregates and five
targeted meets per season
including club championship

1-2

One silver and two bronze
coaches employed plus
junior development coaches

1-2

One formal Swim School
transition partnership & two
local school partnerships

4

Four sponsors signed
★

Strength & conditioning program
extended to all squads
Morning training sessions
extended to three
Masters squad active in
competition



80

Financial members
swimming across all squads

6

Six aggregates and six
targeted meets per season
including club championship

1-3

One silver and three bronze
coaches employed plus
junior development coaches

2-3

Two formal Swim School
transition partnerships & 3
local school partnerships

5

Five sponsors signed
★

New access pathways
created for State Teams
Increased lane access
including new partnerships
Future investment fund
created to support the club
longer term



90

Financial members
swimming across all squads

6

Six aggregates and six
targeted meets per season
including club championship

2-3

Two silver and three bronze
coaches employed plus
junior development coaches

2-4

Two formal Swim School
transition partnerships & 4
local school partnerships

6

Six sponsors signed
★

New access pathways
created for transition from
target squads
First state team training
camps operate
New strategic plan
consultations begin in early
2028

Members

Competition

Coaching

Partnerships

Sponsorship

Initiatives



2024-2025

2025-2026

2026-2027

2027-2028

GOOD
BETTER
BEST

BORONIA PENGUINS SWIM TEAM

Strategic Plan 2024-2028

"In the spirit of reconciliation, BASLC acknowledges
and pays respects to the Traditional Owners and
Custodians of the land and water on which we work
and acknowledge all elders past, present, emerging"

boroniapenguins.org

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