

Winchester City Penguins Swimming Club: Strategy Sep 2018- Aug 2021

Welcome to our strategy document. It is the result of revisiting our purpose, identity and opportunities.

About Us

WCPS exists to create opportunities through swimming. We are a registered Charity (No. 1153439) and have been teaching Winchester to swim since 1901 and have been at the heart of creating swimming opportunities ever since. We currently have 1,200 members across our competitive and learn-to-swim programmes and service another 800 non-members each year through community provision.

Why we need a strategy and for how long

We are entering, what will be, an exciting period for the club. Winchester's new 50 metre pool facility is due to open at the start of 2021 and can provide opportunities to expand the Charity's provision. It is also an opportunity to host competitive events, including our own open meets.

The intervening years between now and a new facility opening will include a number of challenges, primarily around access to pool time. This is as a result of planned closures to the Winchester College pool (two-year closure) and Army Training Regiment pool. Kings School is also nearing capacity, whilst River Park is aging.

Therefore;

- This strategy should be aimed at building towards a new 50m facility and to hit the ground running when it opens
- It should be for a duration that sees us into the new facility and a short period of growth within it
- It should be agile enough to accommodate challenges and opportunities, structurally and financially, as well as promote an agile mindset.

Our Identity

Winchester City Penguins have a rich history of providing swimming within the city which contributes to our identity as a mainstay of the local sporting community. There is also a strong desire to ensure we help those with lofty swimming ambitions to fulfil their potential. As such, we will have a competitive swimming focus, but will recognise the value of Learn-to-Swim (L2S), Community, and Schools provision in their own right. We will be demanding and ask a lot of our swimmers, but we will create an environment for that which is enjoyable and safe. We will be driven by values that always put the swimmers first. The reputation of the club, the staff within it, or anything-else are secondary considerations.



Our approach

We will be driven in the pursuit of our aims and, as with our swimmers, will be demanding of ourselves. We also recognise that we will limit ourselves by not collaborating with other organisations, other sports, or by not welcoming the many volunteers we will need. As such, our approach will be one of partnership and transparency, honesty and integrity, inclusion and involvement, understanding and appreciation.

Our goal

To be the most respected swimming organisation within our local, regional and national community

'a great place to swim'

'a great organisation to work with'

Our aims

1. We will have indisputably the best Learn to Swim programme in Winchester
2. We will expand our community provision
3. We will provide a Performance Programme that consistently delivers success at Regional and Home Nation Championships.
4. We will deliver a thriving Club Programme focussed on county success and retention of swimmers.
5. We will take a lead role in raising the swimming bar in Winchester and surrounding areas across providers
6. We will continue to improve the governance, structure, equality and financial sustainability in preparation for moving into a new pool facility



What our success will look like*

1. We will have indisputably the best Learn to Swim programme in Winchester – ‘a cut above the rest’

- Ratios that maximise learning whilst being sustainable
- Comprehensive staff training and recognition
- Responsiveness to parents / guardians – poolside, phone, email, etc

Measurement of success: Net Promoter Score

Current baselines: **to be added**

2. We will expand our community provision

- All children able to swim 25m by end of primary school
- Collaborative approaches to school swimming
- Address inequalities through targeted community programmes, eg disability

Measurement of success: Number of pool hours and participants

Current baselines: **to be added**

3. We will provide a Performance Programme that consistently delivers success at Regional and Home Nation Championships.

- athletes and coaches achieving selection onto Swim England Phase 2 Event Camps and Phase 3 International/Domestic Camps.
- Recognised centre through Swim Mark Performance accreditation
- Seamless pathway from learn-to-swim to Home Nation Championships

Measurement of success: Number of regional and national qualifiers and medalists

Current baselines: **to be added**

4. We will deliver a thriving Club Programme focussed on county success and retention of swimmers

- Consistent success at Hampshire County Championships (without including our performance swimmer's results)
- Consistent success at Hampshire County Development Meet
- Retention of swimmers, including key target groups, such as adolescents and disabled people

Measurement of success: Number of Hampshire County Championship qualifiers and medalists (excluding those in performance squads or those who qualify for regionals /



nationals); Number of Hampshire County Development Meet medalists; Drop-our rates by groupings

Current baselines: **to be added**

5. We will take a lead role in raising the swimming bar in Winchester and surrounding areas across swimming providers

- Organise and host training and networking opportunities for teachers providing L2S, Schools and / or Community swimming
- To manage a local network of L2S providers to benefit from economies of scale, whilst ensuring value to residents
- Raise the profile of swimming on behalf of all providers with stakeholders and the community, especially to those who may benefit most from accessing swimming opportunities
- Actively engage with the local network of swimming clubs in Hampshire to ensure a co-ordinated and efficient approach to competitive swimming

Measurement of success: Listed activities that support this ambition, eg 2018 Winchester Swim Teacher conference

6. We will continue to improve the governance, structure, equality and financial sustainability in preparation for moving into a new pool facility

- a fully budgeted plan underpinning a comprehensive move to Winchester Sport and Leisure Park
- a paid / volunteer governance structure that efficiently manages the strategic and operational activities of the Charity
- an increase the % of overall income from outside of membership / training fees through a revised approach to sponsorship and fundraising
- Safeguarding policies and practices that are robust as well as *front and centre* for swimmers, parents and staff
- affordable and inclusive swimming policies
- administrative efficiencies through improved IT Infrastructure

Measurement of success: Listed activities that support this ambition

*Our ambition is to weave inclusive activities throughout our ambition. For example, improved provision for disabled people needs to cut across all four of the first four aims, and be underpinned by the last two.