

## **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**

WCPSC 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 500 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 believe that swimming provides a great opportunity to produce great people and great swimmers and we take both responsibilities very seriously. Therefore, 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 is 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 provide an outstanding Learn to Swim experience 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 the engagement and retention of swimmers.
5. We will take a lead role in raising the swimming bar in Winchester and surrounding areas across those who provide swimming opportunities
6. We will continue to improve the governance, structure, equality and financial sustainability in preparation for moving into a new pool facility

L2S

Community

Club

Performance

Lead Agency for Winchester and surrounding areas

Good Governance

### What our success will look like\*

This strategy aims to balance the trade-off between progress and preparation for a 50m pool in Winchester. Whilst not completely mutually exclusive, compromises are necessary. As such our goals will not have specific targets to judge progress, but will simply be to improve in all areas year on year. This will ensure we build on our considerable success to date in a flexible, progressive and sustainable way. Below is an indicative list of activities we will focus on, whilst baseline data on measures can be found in Appendix 1.

## 1. We will be provide an outstanding Learn to Swim experience in Winchester – ‘a cut above the rest’

### Indicative activities

- Personalised and responsive booking, admin and support experience
- Positive and progressive early experiences
- Ratios that maximise learning whilst being sustainable
- Comprehensive staff training, personal development and recognition

### Measurement of success:

- Net Promoter Score (NPS) Termly Lessons
- Self-rating against ASA Swim School Criteria

## 2. We will expand our community provision

### Indicative activities

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

Measurement of success: Number of non-member participants serviced; average contact time per participant

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

### Indicative activities

- 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, national and British qualifiers, finalists / top 8 and medalists

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

Indicative activities

- Consistent success at Hampshire County Championships (EXCLUDING our regional / national swimmer's results)
- Thriving Club Championship and Grand Prix programme
- Retention of swimmers, including key target groups, such as adolescents and disabled people

Measurement of success

- Success measure: Number of Hampshire County Championship qualifiers, finalists / top 8, and medalists (excluding those who attended regionals / nationals / British championships);
- Engaged measure: Percentage of club members attending in-house events during the season;
- Retention measure: Number of lapsed swimmers for Lessons and Squads

**5. We will take a lead role in raising the swimming bar in Winchester and surrounding areas across those who provide swimming opportunities**

Indicative activities

- 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 the community
- 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 coordinated and efficient approach to competitive swimming

Measurement of success: Completed actions plans 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**

Indicative activities

- 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: Completed actions plans that support this ambition

\*Our ambition is to weave inclusive activities throughout our ambitions. 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.

## Appendix 1: Strategy Baseline Data

### Where are we now:

The following are the baseline measures for each of the aims set out in the strategy from the 2017-18 academic year / swimming season.

### 1. We will be provide an outstanding Learn to Swim experience in Winchester – ‘a cut above the rest’

#### Measurement of success:

- Net Promoter Score (NPS) Termly Lessons
- Self-rating against ASA Swim School Criteria

NPS baseline term time: **33**

Self-rating against ASA Swim School Criteria baseline: **GOOD (with some outstanding elements)**

### 2. We will expand our community provision

Measurement of success: Number of non-member participants serviced; average contact time per participant

Current baselines: **550 participants, average contact time of 3.3 hrs**

Average contact time: For each scheme multiply participants by duration, eg Schools gala is 286 participants x 3 hours - 858 hours. Add scheme hours together and divide by total number of participants across schemes)

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

Measurement of success: Number of regional, national and British qualifiers, finalists/top 8 and medalists

Current baselines for 2017-18 season:

- **25 regional accepted qualifiers, 9 finalists / top 8, 5 medalists**
- **9 national qualifiers, 4 finalists / top 8, 1 medalist**
- **3 British qualifiers, 1 finalists, 0 medalists**

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

Measurement of success

Success measure: Number of Hampshire County Championship qualifiers and medalists - EXCLUDING those who attended regionals / nationals / British championships;

Success baseline: **29 County Championship 2018 qualifiers, 16 finalists / top 8, 7 medalists**

Engaged measure: Percentage of club members attending in-house events during the season;

Engagement baseline: **202 squad members attending in-house event**

Retention measure: Number of lapsed swimmers ;

Retention baseline Lessons: **227 Lessons leavers / 9.6%**

(total number of lessons leavers / total number of swimmers across three terms) x 100

Retention baseline squads: **105 squad leavers / 35%**

(total number of squads leavers / total number of average squads numbers) x 100

**5. We will take a lead role in raising the swimming bar in Winchester and surrounding areas across those who provide swimming opportunities**

Measurement of success: Completed actions plans that support this ambition, eg 2018 Winchester Swim Teacher conference

Baseline: N/A

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

Measurement of success: Completed actions plans that support this ambition

Baseline: N/A