



STRATEGIC PLAN

2026-2031

Prepared by:

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Community
Solutions



Introduction

Strong Bodies – Strong Minds – One Team

The Traralgon Swimming Club is one of the leading swimming clubs in regional Victoria, having won the Victorian Country Championships 21 times since 2000. The Club prides itself on its fine competition record, but more so, on the development of outstanding young people with confidence, leadership skills and dedication.

The Club is currently based at 2 training pools at: the Ford Swim Centre (FSC) and the Gippsland Regional Aquatic Centre (GRAC). Land and strength training is held at Control High Performance Centre, Cross's Rd, Traralgon across from the Ford Swim Centre.

Their Mission is “The Traralgon Swimming Club is a Competitive Swimming Club where Coaches, Swimmers and Parents work in partnership to develop a culture through which swimmers can achieve their full potential as athletes and club and community leaders.”

The club provides a development pathway for swimmers and provides opportunities for development from post-learn to swim through to National and international competition. The Club recently added a successful Masters program to the developmental pathway creating a true “cradle to grave” program.

This Strategic Plan highlights the clear vision that the club has now and into the future and documents key priorities for the coming 5 years, to remain a premier swimming club in Country Victoria.

Acknowledgments

The Traralgon Swimming Club acknowledges the support of the Victorian Government in the development of this strategic plan through the Sport & Recreation Victoria Sporting Club Grants Program. The TSC committee would like to thank GippSport Community Solutions who coordinated the strategic planning process and members who have supported this project. We also acknowledge other important stakeholders for providing background information and support for this planning project.



History

The Traralgon Swimming Club was established in 1957 and is an Incorporated Association and affiliated with Swimming Victoria. The swimmers of the day used the old Traralgon pool – a 4 or 5 lane pool measured in yards that was fed by the waters of the Traralgon Creek and the club was instrumental in the development of the existing Traralgon Olympic Pool in the 1960s.

In 2000 that all changed when the club developed a broader vision for the club appointing Head Coach Brian Ford. The club moved forward in both membership and achievement winning the Gippsland Championships and Country Championships many times over and placing well in State (consistently top 10) and National Championships.

Since then, the Club has won numerous awards, including 3 Gippsport Club Awards and has had several award winning swimmers in its ranks. Swimmers, volunteers and coaches regularly feature as winners of Gippsland Sports Academy annual trophies, as Gippstar Awardees and as SVI trophy and award winners.

The Club is a leader in the swimming community with members working in committee, officiating and supportive roles in Gippsland Swimming Inc, the Gippsland Sports Academy and with Swimming Victoria.

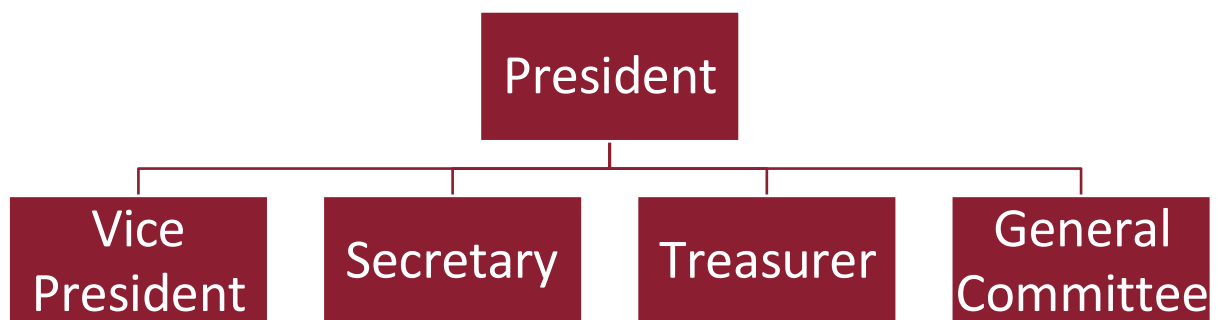
Local Context

Population growth within Latrobe City, increasing participation in swimming across Victoria and continued investment in aquatic facilities provide significant opportunities for the Club to grow its membership, programs and community impact.



Organisational Structure

As an Incorporated Association the Club has a traditional structure which includes;



There are fantastic group of volunteers who support the club activities and events.

Other Appointed Roles Include:

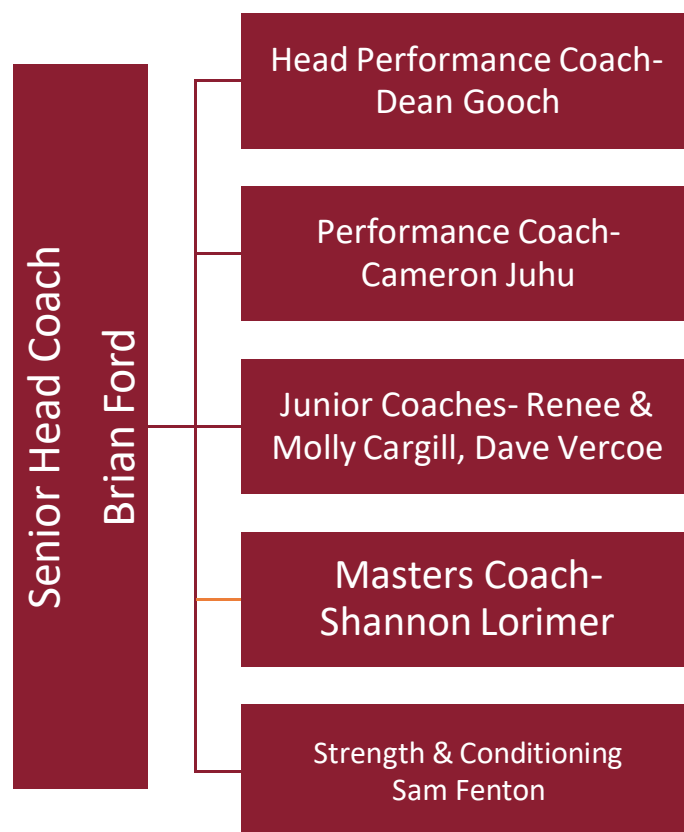
- Recorder
- Race Secretary
- Duty Rosters Officer
- Property Officer
- Clothing Officer
- GSI Representatives
- Grants/Fund Raising
- Finance Sub Committee
- Member Welfare/ Child Safe Officers



Coaching team:

The coaching team, as at the date of the document, is structured as follows:

The coaching team at Traralgon Swimming Club is coordinated by Senior Head Coach, Brian Ford. Brian is a TSC Life Member and has had many years' experiences as a swimmer and coach. Brian has been the head coach of several squads and teams for Gippsland and Swimming Victoria and is widely recognised as the most successful coach of a country swimming club Australia wide. The Club's high profile at National Age Championships and success in premier events at State level has established Brian as a progressive and successful coach.





Strategic Plan

Vision: Strong Bodies, Strong Minds, One Team

Mission: Traralgon Swimming Club will be the club of choice for Coaches, Swimmers and Parents, due to its commitment to a culture through which swimmers can achieve their full potential as athletes and club and community leaders.

Culture & Values:

TSC is a professional, committed and welcoming organisation which provides a high level of service to its membership providing the best swimming coaching, sports science, physical and mental training to ensure our swimmers can attain the highest level of competitive excellence. The club values are:

- Excellence and professionalism
- Positive stakeholder relationships and high-quality events
- Commitment to the Club Vision and Mission
- Leadership and teamwork
- Personal Growth
- Recognition of volunteers, swimmers and coaches

TSC Goals

The Club Leadership will:

- provide pathway opportunities for all involved in the club to reach their goals, through to elite levels
- be financially stable and responsible
- provide a safe, encouraging and nurturing environment in which members develop their skills and talents to their fullest potential
- Ensure that members are well informed regarding policies and procedures, initiatives, events and opportunities.
- are positive role models in word, action and attitude

The Swimmers will:

- be positive, resilient, determined and motivated to achieve their personal best
- develop independence to self-direct and self-monitor their development
- develop leadership skills and are dedicated to the Traralgon Team, supportive of teammates and committed to a culture of excellence

All members will:

- provide a safe and nurturing environment encouraging teamwork, cooperation and mutual respect
- actively promote the Traralgon Swimming Club



Implementation Plan

The following is a series of actions that have been developed in line with the club's vision, mission and values, to be implemented over the coming five years.

Actions have been given a priority ranking scale using Very High, High, Medium or Low. In some instances, ongoing has been allocated as these tasks are required on a regular basis.

A separate monitoring document has been developed to be read in conjunction with this plan that allocates responsibility for tasks and progress made.

Value 1: Excellence and professionalism

#	Action	Priority Level
1.1	Utilise the TSC Brand and reputation to market and promote the club. Keeping the website and social media up to date.	Ongoing
1.2	Maintain current policies and club documentation for all club operations. Include link to Latrobe City's fair Access Policy.	Annual Review
1.3	Utilise industry best practice and evidence for delivery of all coaching programs. Encourage coaches to undertake ongoing training and accreditation.	Ongoing
1.4	Review performance of coaches against their contracts and key KPI's to ensure professionalism and future succession planning using an annual review process.	Annual Review
1.5	Develop an annual budget that aligns financial resources with the Club's Strategic Plan, ensuring major initiatives are appropriately costed, prioritised and funded.	



Value 2: Positive stakeholder relationships and high-quality events

#	Action	Priority Level
2.1	Participate in Gippsland Swimming and Swimming Victoria Committees and consultation processes to represent TSC. Continue to support other Gippsland Clubs where possible to strengthen local opportunities.	As needed
2.2	Run High Quality TSC Events throughout each season, maintaining a strong working relationship with Latrobe City Council to maximise event success. Bid for major events as available.	Ongoing
2.3	Increase accredited Technical Officials by 20% over the life of the Plan and ensure all TO's are trained, supported and recognised for their contribution. Encourage retiring swimmers to give it a try.	High
2.4	Partner with agencies like the Gippsland Sports Academy, GippSport, Swimming Victoria and Council for Gippsland based initiatives that link to club values and high performance.	Very High
2.5	Work closely with GRAC Management and Latrobe Leisure to link Learn to Swim Programs into the TSC Swimming Pathway by working together collaboratively. Have signage and informational material easily available.	High

Value 3: Governance and Sustainability

#	Action	Priority Level
3.1	Distribute the Strategic Plan on the club website and distribute to members/ stakeholders upon completion.	High
3.2	Maintain a budget and strong financial management to ensure long term sustainability/ financial stability and good governance.	Annually
3.2a	Prepare an annual financial forecast and capital expenditure plan to guide committee decision making and ensure long-term sustainability.	
3.3	Annually review the program and pathway to ensure that all members can thrive.	Annually
3.4	Maintain sound working relationships with sponsors and funding providers. Increase annual sponsorship income and in-kind support by 25% by 2031..	Ongoing



Value 4: Leadership and teamwork

#	Action	Priority
4.1	Involve the club captains in planning or contributing to decision making at the club, provide leadership opportunities where they are available.	Ongoing
4.2	Continue to utilise events to build the sense of teamwork, role modelling behaviours that are expected. Work one to one with people with areas for improvement.	Very High
4.3	Work with parents so they understand their role in volunteering and supporting the club. Provide role descriptions and on the job training.	High
4.4	Provide good governance training to the committee and ensure good meeting practices and long-term succession planning for committee roles.	Medium
4.5	Formally and informally recognise staff and volunteers who work hard for clubs' success. Including social media posts.	Ongoing

Value 5: Personal Growth

#	Action	Priority
5.1	Coaches to work with individual swimmers to provide clear direction and goal setting. Encourage swimmers to apply for opportunities like the GSI squads and Academy programs.	Very High
5.2	Continue to recruit & retain a diverse and skills-based committee. Refine the organisational structure to suit volunteer roles. Ensure that all committee members are also members of SV and have the necessary WWCC documentation	High
5.3	Build mental health programs like Beyond the Black Line into swimmer education and development.	Medium
5.4	Encourage parents to volunteer in key club roles, to build into more senior roles over time ensuring that the Club has a core group of Technical Officials within its ranks.	High
5.5	Consider technological advancement and how it can be included into club operations.	Ongoing
5.6	Require Committee members and coaches to update personal development through recommended Child Safety webinars and online moduals	High



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