



THE HOME OF WINTER SWIMMING SINCE 1929



STRATEGIC PLAN 2020 – 2024

THE NEXT LAP...

PURPOSE

TO OFFER A WORLD-RECOGNISED, COMMUNITY-BASED
EXPERIENCE AND TO BRING PEOPLE TOGETHER AT
AUSTRALIA'S MOST ICONIC CLUB

OUR AMBITION

THE HOME OF WINTER SWIMMING – WHERE EVERY VISIT
CREATES A MEMORY FOR A LIFETIME

VALUES

INCLUSIVE

- Make everyone feel welcome.
- Promote camaraderie and friendship.
- Encourage new participants and members.
- Promote equal opportunity.
- Respect diversity in culture, gender and social background.

TRADITION & HERITAGE

- Respect our traditions & heritage.
- Promote our history.

EXCELLENCE

- Strive to improve at all levels of Club operations.
- Set clear goals to improve.
- Inspire the highest standards in ourselves and others.
- To enrich the community through swimming.

TEAMWORK

- Work to achieve common goals.
- Commit to honesty and trust.
- Respect everyone's contribution.
- Value the contribution of our volunteers.

KEY PERFORMANCE AREAS



OBJECTIVES

SWIMMING CLUB

- Increase participation and retention of swimmers
- Integration of The Bondi Icecubes into all aspects of the Swimming Club
- Enforce all rules and regulations
- Encourage and support Volunteers
- Retain partnerships with overseas Clubs
- Increase the Club's competitiveness at winter swimming events
- Adapt new technology for swim Club administration
- Maintain a strong relationship with the Australian Winter Swimming Association

COMMUNITY & CLUB PROFILE

- Promote the facilities and celebrate the history & iconic status of the Club
- Encourage, support and grow Winter Swimming participation in Australia
- Provide a family-friendly environment for our members, guests and the community
- Promote and grow our community grants program
- Assist and support nominated charities and causes as per the Club's Constitution

MEMBERS

- Increase the number of swimming, Icecubes and social members
- Review and simplify the membership & fee structure
- Encourage members to use Club facilities
- Track social and swimming members use of Club premises
- Understand the expectations of social members

PREMISES & FACILITIES

- Review our safety standards and ensure the Club meets its obligations to the highest standard
- Become a destination of choice for food & beverage
- Review & implement the master plan for the redevelopment of the licensed premises & pool facilities
- Increase staff performance and retention & implement succession planning
- Implement a Quality Customer Service Management program
- Continue to foster positive relationships with key government stakeholders
- Formalise our mutual obligations with the Bondi Bath Reserve Trust under the terms of the Licence Agreement
- Raise awareness and encourage traffic between the pool & licensed premises
- Provide complementary retail services and partners to enhance the Bondi Icebergs Club brand
- Continue to improve the premises and facilities while encouraging community use

FINANCE & GOVERNANCE

- Revise and simplify the current Club Constitution
- Maintain the prominence of Icebergs Swimming Club members in Club governance
- Ensure all Directors undergo training and education at a standard set by the Board
- Set and meet all financial KPI's
- Determine a plan that will enable the Club to trade profitably each month of the year
- Increase financial viability of the Club by improving the integration and flow of traffic between the Club and pool deck facilities
- Identify and expand the Club offering to five focus areas and ensure that each contribute a minimum of 10% of total revenue