



# **SWIMMING ACT**

## **2010-2014 STRATEGIC PLAN**

## Introduction

Swimming ACT, through its member clubs, is the major provider of swimming programs and competitions in the ACT and caters for all levels of participants from beginner to elite squad athletes.

Swimming ACT is currently an affiliated District of Swimming NSW Inc. and participates in, and hosts district and state competitions and events and through NSW, Swimming ACT is affiliated to Swimming Australia.

This Strategic Plan for 2010-2014 aims to set the future direction and goals for Swimming ACT and its members.

The Plan identifies five key focus areas:

1. Leadership/Management;
2. Competitions;
3. Development;
4. Facilities; and
5. Partnerships.

The Strategic Plan builds on the achievements of the past few years that saw Swimming ACT:

- well represented in state and national squads;
- perform very well at NSW championships; and
- continue its squad-based development program.

The Executive and staff of Swimming ACT alone cannot deliver this Plan and strong relationships with its members, state and national associations, the ACT Government, pool owners/managers and the coaches, officials and volunteers are key to its success. On behalf of the Executive we look forward to making this Plan a reality and securing the best future for our sport.

Lorraine Wuth  
President  
Swimming ACT

**Our Vision:**

*“to promote the sport of swimming and personal endeavour”*

**Our Mission:**

*“to manage effectively the delivery of quality programs, competitions, events and services to swimmers, clubs, coaches, officials, parents and volunteers.”*

**Our Values:**

- Sportsmanship;
- Honesty and integrity;
- Professionalism in competitions and programs;
- Openness and transparency; and
- Teamwork and co-operation.

**Our Clients:**

- Swimmers;
- Clubs;
- Coaches;
- Officials;
- Parents; and
- Volunteers.

## Strategic Environment for Swimming ACT:

### External Environment:

- *Competition for participants:* All of the major sports in the ACT have recognised the need to recruit young participants into their sport. Swimming faces competition from large, well funded junior programs and high profile sports.
- *Reliance on external revenues:* In order to maintain member costs at an affordable level of growth and a competitive advantage against other sports there will need to be a greater reliance on corporate and government funding. Competition is intense for government funding, sponsorship and media profile. Swimming ACT will need to build its participation base and to market its products and benefits to continue to access these revenue sources.

### Swimming Environment:

- *Facilities:* Swimming ACT relies on access to pools. There are currently a number of key pool issues that will have significant impact on the ability of Swimming ACT and its clubs to deliver programs and services to its swimmers. Any reduction of pool assets in the ACT would have a major impact on the further development and growth of the sport.
- *Coaching:* Swimming is coach dependent. The recruitment, development and retention of qualified coaches are constant challenges. The ability to remunerate coaches adequately requires many to supplement their coaching responsibilities with other sources of income. Developing and retaining coaches is critical.
- *Relationship to Swimming NSW and Swimming Australia:* The position of Swimming ACT in relation to NSW and the national body creates a unique organisational arrangement. As a District of NSW, Swimming ACT is governed and subject to the decisions made by the Board of Swimming NSW.
- *Support for volunteers:* Swimming ACT relies on its volunteers. Officials, managers and administrators need to be supported and trained to ensure the delivery of quality programs and services to swimmers. Swimming ACT and its clubs need to actively recruit, train and retain volunteers. Swimming ACT rewards and recognises its volunteers and thanks them in an appropriate manner.

**Swimming ACT Strategic Goals:**

1. **Leadership/ Management:** Provide leadership for swimming in the ACT through effective governance and management;
2. **Competitions:** Manage and deliver quality competitions and events;
3. **Athlete development:** Develop the training opportunities and pathways to enable swimmers to reach their potential;
4. **Development:** Develop our people, coaches and officials, and our programs to deliver quality services to our members;
5. **Facilities:** Develop our influence to ensure sufficient pool facilities are available for squad swimming in the ACT; and
6. **Partnerships:** Work collaboratively with partners and stakeholders.

**The key governance priorities for Swimming ACT in 2010-11 are:**

- ensure equal consideration is given to people with special needs under our governance framework in accordance with the Charter entered into with Sport & Recreation Services; and
- Review the competition meet structure and processes in light of changes implemented by Swimming NSW.

**1. Leadership/ Management:** Provide leadership for swimming in the ACT through effective governance and management.

Objectives	Strategies	Time
1.1 Develop effective governance and management processes to achieve strategies.	<ul style="list-style-type: none"> <li>• Conduct regular Executive meetings to drive the strategic, financial and management direction of Swimming ACT.</li> <li>• Provide staff training to assist the Executive Officer to help implement the Strategic Plan</li> <li>• Develop an annual Management/Operational Plan consistent with the Strategic Plan.</li> <li>• Develop a clear job description and duty statement for the Executive Officer and review annually.</li> <li>• Identify and facilitate development opportunities for clubs to assist with their stewardship and effective operations.</li> </ul>	<p>Monthly</p> <p>Ongoing</p> <p>Annually</p> <p>Annually</p> <p>Ongoing</p>
1.2 Provide effective administration for all programs.	<ul style="list-style-type: none"> <li>• Review the policies, competition rules and procedures and other relevant administrative information for competition and meet coordinators and update the Meet Handbook accordingly.</li> <li>• Review the policies of Swimming ACT to ensure they meet the requirements of Swimming Australia and the ACT Government, especially anti-doping and member protection policies.</li> <li>• Review IT capabilities to ensure they support operational requirements, including a members' data-base.</li> </ul>	<p>Annually</p> <p>Annually</p> <p>Annually</p>
1.3 Develop the financial capacity to ensure effective delivery and sustainability of programs.	<ul style="list-style-type: none"> <li>• Review current budget against the Strategic Plan and adjust areas of budget allocations accordingly.</li> <li>• Review the affiliation fee structure.</li> <li>• Target government and other grants for support of programs and new initiatives.</li> </ul>	<p>Ongoing</p> <p>Annually</p> <p>Ongoing</p>

1.4 Improve communications with clubs and other stakeholders.	<ul style="list-style-type: none"> <li>• Establish an email distribution list of swimmers and clubs through the registration process.</li> <li>• Distribute a monthly e-news to the distribution list and circulate hard copies at meets.</li> <li>• Review the capacity and use of the Swimming ACT website to provide regular information to swimmers, clubs and the general community.</li> </ul>	<p>Nov 2010</p> <p>Ongoing from June 2010</p> <p>Ongoing</p>
1.5 Ensure that Association decisions are based on relevant data, information and research.	<ul style="list-style-type: none"> <li>• Identify gaps in Swimming ACT data collection and improve systems to collect data required.</li> <li>• Conduct market research with current members to identify member issues and possible growth strategies.</li> </ul>	<p>Annually</p> <p>Periodically as required</p>

**Performance measures:**

- Communications produced and distributed to members monthly.

## 2. Competitions: Manage and deliver quality competitions and events.

Objectives	Strategies	Time
2.1 Deliver an effective competition structure for member clubs and swimmers.	<ul style="list-style-type: none"> <li>• Develop an annual calendar of meets and other key events.</li> <li>• Distribute Swimming ACT Meet Handbook to all involved in conducting competitions and events and send updates.</li> <li>• Provide training for clubs and officers involved in managing competitions and events.</li> </ul>	Ongoing Annually As required
2.2 Provide competitions of high quality.	<ul style="list-style-type: none"> <li>• Use website to list all competition policies and procedures and to list all competition events and results.</li> <li>• Provide tools and support for Race Secretaries to competently undertake their role.</li> <li>• Invite Victoria, South Australia and regional NSW to participate in ACT meets.</li> <li>• Ensure continued access to high class facilities for competition.</li> </ul>	Ongoing Ongoing Ongoing Ongoing

### Performance measures:

- Competition structures reviewed on an ongoing basis;
- Website lists all competition information required by members; and
- The percentage of registered ACT swimmers who achieve NSW Country, NSW State, National Age, National Open and International level competition.

**3. Athlete Development:** Develop the training opportunities and pathways to enable members to reach their potential.

Objectives	Strategies	Time
3.1 Ensure we have an ACT squad program that complements the Swimming Australia and Swimming NSW frameworks.	<ul style="list-style-type: none"> <li>• Review our squad structure to complement Swimming Australia and Swimming NSW programs.</li>   <li>• Support the squad program with appropriate coaches, managers and support staff.</li>   <li>• Prepare an annual program for squad / representative swimmers.</li>   <li>• Liaise with the ACT Academy of Sport and the AIS to identify opportunities to support talented athletes.</li> </ul>	Annually no later than December  Annually  Annually by February  Ongoing

**Performance measures:**

- A high percentage of those identified in our programs are retained; and
- Number of swimmers who progressed in performance using JX / YPS criteria.

**4. Development:** Develop our people, coaches and officials, and our programs to deliver quality services to our members.

Objectives	Strategies	Time
4.1 Educate and train our officials and encourage development of coaches to deliver effective and quality services and programs to our members.	<ul style="list-style-type: none"> <li>• Conduct officials' accreditation course as required.</li> <li>• Where possible and appropriate provide opportunities for coaches to develop further skills.</li> </ul>	Ongoing Ongoing
4.2 Manage our volunteers effectively	<ul style="list-style-type: none"> <li>• Establish and maintain an officials/volunteers register to manage volunteer involvement.</li> <li>• Maintain a volunteer recognition/awards program to acknowledge the contributions of volunteers.</li> <li>• Participate in the Sport and Recreation ACT 'Thanks' program.</li> <li>• Assist clubs to recruit, train and retain meet officials.</li> </ul>	Ongoing Ongoing Annually Ongoing
4.3 Provide programs for swimmers with a disability.	<ul style="list-style-type: none"> <li>• Maintain the centralised Swimming ACT program for swimmers with a disability.</li> <li>• Assist clubs and coaches with training and support to integrate low dependent disabled swimmers into club programs.</li> <li>• Integrate events for swimmers with a disability into Swimming ACT events.</li> <li>• Negotiate with public pool operators for free or reduced lane hire rate and facilities access for the disability program.</li> <li>• Seek IPC approval for meets to ensure meet receives coverage in respect of any IPC world records being able to be ratified.</li> </ul>	Ongoing Ongoing Ongoing Ongoing Ongoing

**Performance measures:**

- Number of accredited officials is trending upwards with the aim being for each club to have at least one qualified Referee and one qualified Starter.
- Sufficient officials are available for all ACT meets.
- Volunteer recognition program continues.
- Swimmers with a disability program maintained.

**5. Facilities:** Develop our influence to ensure sufficient pool facilities are available for squad swimming in the ACT.

Objectives	Strategies	Time
5.1 Liaise with ACT Government on pool related issues.	<ul style="list-style-type: none"> <li>• Meet with the Minister for Sport and Recreation to discuss pool related issues including representation on the Reference Group / Working Party for the proposed Gunghalin pool.</li> <li>• Meet with the Department of Territory and Municipal Services to discuss the long term planning needs for pool facilities in the ACT.</li> <li>• Provide regular input to Government about the effectiveness of pool management for public pools as part of the ongoing review of pool management contracts.</li> </ul>	<p>Ongoing as required</p> <p>Ongoing as required</p> <p>Ongoing</p>
5.2 Develop links to pool owners and managers.	<ul style="list-style-type: none"> <li>• Conduct an annual forum with pool management representatives to discuss key pool issues for club and Swimming ACT activities.</li> <li>• Work co-operatively with facilities managers regarding pool bookings.</li> <li>• Maintain an awareness of pool lease expiry and renewal dates and ensure lease conditions are conducive to the growth of the sport.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

**Performance measures:**

- Swimming ACT is represented on Government working parties in relation to pools.

**6. Partnerships:** Work collaboratively with partners and key stakeholders.

Objectives	Strategies	Time
6.1 Develop links and partnerships to learn-to-swim programs.	<ul style="list-style-type: none"> <li>• Encourage member clubs to formalise linkages with learn-to-swim programs and encourage competent learn-to-swim participants to make the transition to squad programs.</li> <li>• Explore opportunities for management of pools by Swimming ACT or affiliated clubs.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
6.2 Maintain links to school swimming programs and events.	<ul style="list-style-type: none"> <li>• Meet with relevant school bodies to discuss the relationship between the Association and school swimming and the potential to provide costed services to school competitions and future national and international school events.</li> <li>• Raise awareness in schools of swimming as a competitive sport.</li> <li>• Meet with School Sport unit to discuss teachers gaining a limited accreditation as a means of gaining additional support and knowledge within the wider school community</li> </ul>	<p>Feb 2011 in light of advice re possible PSGs in 2013</p> <p>Ongoing</p> <p>Dec 10</p>

**Performance measures:**

- Swimming ACT provides services to School Sport.