



SWIMMING ACT
2015-2019 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 Area 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 2015-2019 aims to set the future direction and goals for Swimming ACT and its members.

The Plan identifies key focus areas:

1. Participation;
2. Performance; and
3. 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
- continued 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.

Bob Alford
President
Swimming ACT

Our Vision:

Swimming - a sport for life that is accessible, inclusive and provides a welcoming and rewarding experience for all members of the ACT and regional communities.

Our Mission:

To promote the sport of swimming through effective management of 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 focus on future funding streams. 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 grow its revenue sources.
- *A voice for sporting organisations:* The demise of ACTSport will potentially negatively impact the profile of many sports locally.

Swimming Environment:

- *Facilities:* Swimming ACT relies on access to pools. Any significant growth in the sport will be constrained by the availability of adequate training facilities. The loss of access to any of the existing pools will have an impact on the ability of Swimming ACT and its clubs to deliver programs and services to its swimmers
- *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. Increasingly, coaches are employed by the pool management with little control able to be exerted by clubs or Swimming ACT.
- *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 an Area 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.
- *Increase in membership:* any significant increase in swimmer numbers will place pressure on existing facilities, competition structures and supporting personnel.

Strategic Objectives:

Our Vision will be attained by the fulfilment of our ten strategic objectives across three Strategic Pillars of Participation, Performance and Partnerships.

1. To actively grow participation in the sport of swimming in our area (*Participation*).
2. To provide a robust support network for Clubs to allow them to grow and achieve their objectives (*Participation*).
3. To ensure access to adequate water space for the sport of swimming (*Participation*).
4. To develop the training opportunities and pathways to enable swimmers to reach their potential (*Performance*);
5. To develop and support our coaches (*Performance*).
6. To deliver competition to a high standard (*Performance*).
7. To provide opportunities for our volunteers to develop their skills to a nationally recognised and retain them in the sport (*Performance*).
8. To provide a safe, inclusive and respectful environment for all members (*Partnerships*).
9. To develop partnerships that strengthen the value of the swimming brand and grow our sport locally (*Partnerships*).
10. To provide leadership for swimming in the ACT through effective governance and management (*Performance*).

The key governance priorities for Swimming ACT in 2015-16 are:

- Review the competition meet structure and processes in light of increased participation numbers;
- Development of a framework to ensure an adequate ongoing income stream to meet our objectives; and
- Increase the number of active volunteers in senior official roles.

Action Plans:

For each strategic objective we have an Action Plan.

To actively grow participation in the sport of swimming in our area.

- Develop strategies that will help to attract and retain members in our sport.
- Ensure swimming is a sport for all.
- Actively engage Learn to Swim Programs to transition their participants in to the sport of swimming.
- Continue to conduct research with current, potential and past members to evaluate our performance as a member focused organisation.

To provide a robust support network for Clubs to allow them to grow and achieve their objectives

- Inform and encourage Clubs and their members to participate in available training opportunities.
- Continue to foster the relationships between Clubs to ensure a uniform approach to the development of the sport.
- Continue to ensure that our communication is effective and that the swimming community is informed and educated.

To ensure access to adequate water space for the sport of swimming

- Continue to build relationships with aquatic space providers and managers to maximise the space available to the sport of swimming.
- Advocate for the development of appropriate infrastructure for swimming in our area.

To develop the training opportunities and pathways to enable swimmers to reach their potential

- Play an active role in the development of swimmers from their first inter-club competition through to higher levels.
- Develop appropriate and well resourced development activities for athletes.
- Provide swimmers with a strong competition program and experiences to improve competitive performance.

To develop and support our coaches

- Provide development opportunities and support for all levels of coaches.

To deliver competition to a high standard

- Provide leadership in competition planning and the delivery of swimming events.
- Ensure our competitions create a positive experience and remain relevant for our members.

To provide opportunities for our volunteers to develop their skills to a nationally recognised and retain them in the sport

- Reduce the barriers for volunteers to participate in our sport.
- Recognise and reward our volunteers for the vital role they play in our sport.
- Educate and develop our volunteers to the highest standards.

To provide a safe, inclusive and respectful environment for all members

- Promote, develop and implement our Child and Member Welfare Policies to protect the participants of our sport.
- Ensure we adopt best practices in Work Health & Safety.
- We will have zero tolerance to all forms of discrimination in our sport.
- Encourage participation from indigenous swimmers, swimmers with disability and swimmers from culturally and linguistically diverse backgrounds.

To develop partnerships that strengthen the value of the swimming brand and grow our sport locally

- Embrace technology to maximise delivery in events, administration and communications.
- Foster a cooperative relationship with all members, particularly parents, by maintaining strong communication links including the conduct of various committees and forums.
- Maintain strong relationships with Swimming NSW, Swimming Australia, the Australian Institute of Sport, Sport and Recreation ACT and School Sport ACT.
- Actively engage schools, universities and other tertiary institutions to build participation in the sport of swimming.
- Develop relationships with non affiliated clubs and members.

To provide leadership for swimming in the ACT through effective governance and management

- Maintain effective governance and management processes to achieve strategies.
- Provide effective administration for all programs.
- Develop the financial capacity to ensure effective delivery and sustainability of programs.
- Ensure decisions are based on relevant data, information and research.