<table>
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<tr>
<th>STRATEGIC PILLAR</th>
<th>MISSION</th>
<th>OBJECTIVE</th>
<th>ENABLERS</th>
<th>VALUES &amp; BEHAVIOURS</th>
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<tr>
<td>Lifetime Participation</td>
<td>People can access opportunities to be involved in Victorian swimming at any time of their life</td>
<td>1</td>
<td>People</td>
<td>Act with Integrity - Stronger Together - Fuel the Passion - Ongoing Excellence</td>
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<tr>
<td>Our Community</td>
<td>Swimming Victoria customer &amp; stakeholder experience is positive and mirrors our Values &amp; Behaviours</td>
<td>2</td>
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<td></td>
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<tr>
<td>Our Business</td>
<td>We work together. We make smart &amp; informed decisions. We invest in people</td>
<td>3</td>
<td>Efficient Operation &amp; Services</td>
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# PILLAR 1: Lifetime Participation

## Mission:
People can access opportunities to be involved in Victorian swimming at any time of their life

## Vision:
To provide a lifelong engagement in swimming

## Purpose:
Inspiring & supporting participation in Victorian swimming

### Objective
<table>
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<tr>
<th>a</th>
<th>Membership Pathways and Education</th>
<th>b</th>
<th>Non-Member Opportunities</th>
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</table>
| i. **Optus Junior Dolphins**  
- connecting Learn To Swim to clubs to increase the base | i. **Products & Services**  
- connect, sample and play |  |
| ii. **Competition**  
- matching the swimmer pathways  
- great experience for swimmers, coaches, officials and spectators | ii. **Non-membership Pathways**  
- connecting the casual swimmer |  |
| iii. **Athletes**  
- supporting the development of swimmers and people | iii. **Open Water**  
- pathways for swimmers, coaches and officials  
- events that people love |  |
| iv. **Coach**  
- great coaches everywhere, everyday | iv. **Learn to Swim**  
- new offering from Swimming Victoria  
- supporting the start of lifelong engagement in swimming |  |
| v. **Parents and Volunteers**  
- engaged, informed empowered to support | v. **Athlete and Volunteer**  
- swim, help, learn |  |
| vi. **Technical Officials**  
- supporting the sport at all levels and supporting them on their journey | vi. **Schools**  
- helping schools deliver better swimming experiences  
- opening up pathway to swimming |  |
| vii. **Masters**  
- connected to the pathway |  |  |

### Key Areas
- **Membership Pathways and Education**
  - i. Optus Junior Dolphins
  - ii. Competitions
  - iii. Athletes
  - iv. Coach
  - v. Parents and Volunteers
  - vi. Technical Officials
  - vii. Masters

- **Non-Member Opportunities**
  - i. Products & Services
  - ii. Non-membership Pathways
  - iii. Open Water
  - iv. Learn to Swim
  - v. Athlete and Volunteer
  - vi. Schools

### Success
- 10,000 more people
- Less than 20% churn
- Satisfied Members
- Connection to 50,000 more people
- Repeat Customers
- Transition to pathway

### Dashboard
- Membership Numbers
- Churn
- Progression through Pathway
- Member Satisfaction
- Customer Numbers
- Repeat Customer Numbers
- Transition to pathway numbers

### Values & Behaviors
- Act with Integrity
- Stronger Together
- Fuel the Passion
- Ongoing Excellence
## Pillar 2: Our Community

(Defined as members, clubs, districts and stakeholders who have an interest in swimming)

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<th>To provide a lifelong engagement in swimming</th>
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<td>PURPOSE</td>
<td>Inspiring &amp; supporting participation in Victorian swimming</td>
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### Objective

**Promote Quality Environments**

- **i. Governance (Policies, Procedures, Agreements & Contracts)**
  - sound, stable contemporary governance
- **ii. Club & District Development**
  - our environments are always good
- **iii. Act accordingly to our Values & Behaviours**
  - everywhere, everyday

### Key Areas

- **a.**
  - All Swimming Victoria Clubs are;
  - Safe Sport compliant
  - financially viable
  - have adopted One Swimming Values & Behaviours

### Success

- **Our customers have a sense of connection engagement and responsiveness**
  - have adopted One Swimming Values & Behaviours
  - financially viable
  - Safe Sport compliant

### Dashboard

- **Evidence of One Swimming Values & Behaviours being formally adopted**

### Values & Behaviours

Act with Integrity - Stronger Together - Fuel the Passion - Ongoing Excellence
## VISION

To provide a lifelong engagement in swimming

## PURPOSE

Inspiring & supporting participation in Victorian swimming

### OBJECTIVES

#### Develop and Share Knowledge, Skills & Attitudes

1. **Data & Insight**
   - We know today and can see tomorrow

2. **Informed Decision Making**
   - Data drives decisions

3. **Professional Development**
   - Our people will be even better tomorrow

4. **Innovation**
   - Always looking to do things better

#### Build a Sustainable Future

1. **Revenue & Support for our Strategy**
   - We are sustainable & capable of investing as required to achieve our objectives

2. **Governance**
   - Rigorous, transparent and effective

3. **Realise Efficiencies**
   - We use our resources for maximum benefit

4. **Grow the Collective Value (One Swimming)**
   - We are better together

5. **Infrastructure & Facilities**
   - We have the tools to do the job

6. **Retain and Develop People**
   - Our people are the core of our primary service offering

7. **Protect Intellectual Property & Value our History**
   - What we lead
   - What we do
   - What we have done is valuable and shared

### KEY AREAS

1. **Mission:** We work together. We make smart & informed decisions. We invest in our people

   - **Revenue & Support for our Strategy**
     - We are sustainable & capable of investing as required to achieve our objectives

   - **Governance**
     - Rigorous, transparent and effective

   - **Realise Efficiencies**
     - We use our resources for maximum benefit

   - **Grow the Collective Value (One Swimming)**
     - We are better together

   - **Infrastructure & Facilities**
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   - **Retain and Develop People**
     - Our people are the core of our primary service offering

   - **Protect Intellectual Property & Value our History**
     - What we lead
     - What we do
     - What we have done is valuable and shared

### SUCCESS

- We make better decisions
- Single source of truth

### DASHBOARD

- We can do what we need to help and build our organisation
- Increase revenue $400K to $800K per annum

### VALUES & BEHAVIOURS

- Act with Integrity
- Stronger Together
- Fuel the Passion
- Ongoing Excellence