STRATEGIC PLAN

2014 - 2017

PERFORMANCE
PARTICIPATION
PARTNERSHIPS

swimming victoria
In addition, it is estimated that 270,000 Victorian children participate in ‘learn to swim’ programs across the State at pools, beaches and inland waterways. These programs are delivered by a range of providers such as local government, private swim schools and swimming clubs, and are supported by fully accredited swimming teachers and coaches.

Swimming Victoria was established in 1893 and has a strong and proud history as the governing state sporting association for swimming in Victoria. It is a not-for-profit organisation administered by a voluntary Board of Directors and is an affiliate of Swimming Australia.

Swimming Victoria connects with the community through its network of over 150 swimming clubs and more than 11,000 members, with the aim to continuously improve the delivery of events and development programs and to provide greater opportunities for both competitive and social swimmers, coaches and officials.

At grass-roots and club level, the sport is largely delivered by volunteers who give their time to assist the day-to-day running of clubs. An equally dedicated number of volunteers act as Technical Officials, without whom swimming events could not run smoothly.

This plan has been developed with a strong alignment to the Swimming Australia Strategic Plan and reflects the views of the Victorian swimming community. This plan is underpinned by a yearly operational plan with key actions, timelines, targets and resource allocation.
Swimming Victoria’s vision is “To be recognised as the leading swimming State, valued by all stakeholders”. With this vision in place, Swimming Victoria has developed a mantra of “A lifelong engagement in Swimming”, which we feel gives purpose to our operations, captures the broader intent of Swimming Victoria and strongly underpins our values of Excellence, Innovation, Inclusiveness and Unity.

We will continue to focus on our strategic pillars with a commitment to increase the relevance of swimming in all areas be it elite, social or grassroots community participation. Additionally, we will support all areas of coaching and officials development and strive to achieve the best possible outcome for all our stakeholders being individuals, clubs, districts, local and State Governments and other key stakeholders.
EXECUTIVE SUMMARY

OUR VALUES

1. **EXCELLENCE**
   To commit and strive to be the best we can be via effective partnerships and positive performance.

2. **UNITY**
   To cultivate and lead a united direction through collaboration and engagement with all stakeholders.

3. **INNOVATION**
   To build a proactive organisation by promoting and recognising creative thinking and encouraging new ideas and opportunities.

4. **INCLUSIVENESS**
   To provide a 'sense of belonging' where all are welcomed and treated equally, and organisational practices that embrace diversity.

OUR STRATEGIC PILLARS

Swimming Victoria has four strategic pillars that will drive our business towards achieving and maintaining excellence over the next three years. Each strategic priority has specific aims, strategies and is supported by operational objectives and actions to support Swimming Victoria’s mission.

1. **PERFORMANCE**
   To provide an environment in which talented swimmers, coaches and technical officials have the opportunity to excel.

2. **ORGANISED PARTICIPATION**
   To provide an integrated framework for members and stakeholders to grow within the sport.

3. **RECREATIONAL PARTICIPATION**
   To be the conduit for all levels of swimming participation.

4. **COMMERCIALISATION AND INNOVATION**
   To strengthen core business and expand into new markets.
**STRATEGIC PILLARS**

**PERFORMANCE**

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<tr>
<th>Objective</th>
<th>Initiative</th>
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| **HIGH PERFORMANCE PROGRAMS** | » Provide well-structured high performance programs that support developing athletes and coaches.  
» Maintain strong working relationships with the VIS to ensure talented swimmers reach their potential.  
» Maintain strong working relationships with Victoria’s Podium & Podium Potential centres.  
» Support additional clubs to strive for Podium & Podium Potential centre classification.  
» Ensure alignment with Swimming Australia and the National High Performance Pathways programs to maximise Victorian success. |
| **NATIONAL / INTERNATIONAL REPRESENTATION** | » Actively assist and support swimmers, coaches and technical officials to represent Victoria and Australia on the National and International stage.  
» Reward and recognise outstanding performance by Athletes, Coaches, Technical Officials and Volunteers. |
| **MAJOR / STATE COMPETITIONS / EVENTS** | » Structure and promote Swimming Victoria events to encourage national and international participation.  
» Work with the Victorian Government and SSCT to create and secure national swimming events in Victoria.  
» Work with SRV, SSCT, and SAL to lobby for international swimming events in Victoria. |
| **COMPREHENSIVE COMPETITION STRUCTURE** | » Develop a state competition structure which is aligned and integrated with the national development pathway. |
## STRATEGIC PILLARS

### ORGANISED PARTICIPATION

➡️ **To provide an integrated framework for members and stakeholders to grow within the sport.**

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<tr>
<th>Objective</th>
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<tr>
<td><strong>DISTRICTS AND CLUBS</strong></td>
<td>• Implement an effective district structure that promotes and caters for all clubs. &lt;br&gt;• Encourage an effective club framework that promotes and caters for all levels of swimming. &lt;br&gt;• Facilitate programs that promote and develop opportunities that build strong relationships between districts &amp; clubs. &lt;br&gt;• Support Clubs and Districts with resources to support good Governance and Planning.</td>
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<td><strong>MEMBERSHIP</strong></td>
<td>• Grow and develop our membership base through: &lt;br&gt;Retention and recruitment strategies / Broader membership categories / Engagement opportunities &lt;br&gt;• Facilitate joint Swimming Australia and Swimming Victoria programs aimed at increasing participation and membership. &lt;br&gt;• To continue to build on positive parent participation.</td>
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<td><strong>TECHNICAL OFFICIALS</strong></td>
<td>• Provide a well-structured development and education program that supports developing Technical Officials across State, National and International levels. &lt;br&gt;• Utilise all levels of competition to introduce participation into officiating programs. &lt;br&gt;• Engage with the broader membership to encourage swimmers and family members to become Technical Officials.</td>
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<td><strong>COMPREHENSIVE COMPETITION STRUCTURE</strong></td>
<td>• In alignment with the Performance Strategy, provide a multi-tiered competition pathway that fully supports the potential of all swimmers and: &lt;br&gt;› Increases the participation across all levels of competition &lt;br&gt;› Integrates all age groups and abilities i.e. Masters, all-abilities etc. &lt;br&gt;› Promotes shorter/half day programs &lt;br&gt;› Develops relay meets &lt;br&gt;› Encourages swim schools and local schools to participate &lt;br&gt;› Addresses retention and recruitment across all age groups</td>
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<td><strong>EDUCATION, WELFARE AND DEVELOPMENT</strong></td>
<td>• Provide and facilitate programs for athletes, coaches, officials and volunteers to assist with recruitment and retention. &lt;br&gt;• Provide and promote accreditation courses for coaches, officials and administrators. &lt;br&gt;• Conduct seminars on topics such as leadership, management for officials, coaches, athletes and administrators. &lt;br&gt;• Provide networking opportunities for coaches, officials and administrators to support their progression. &lt;br&gt;• Provided effective leadership and resource allocation to lead and implement programs focusing on athlete and coach welfare and professional development.</td>
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<td><strong>FEEDBACK</strong></td>
<td>• Conduct stakeholder surveys to monitor and develop the sport. &lt;br&gt;• Engage all members and stakeholders to provide input through regular seminars and forums. &lt;br&gt;• Provide feedback to all stakeholders.</td>
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<td><strong>LEARN-TO-SWIM</strong></td>
<td>• Develop incentives and pathways for swim schools to connect to Swimming Victoria and the sport of swimming. &lt;br&gt;• Assist clubs to establish relationships with Learn-to-Swim providers. &lt;br&gt;• Collect data and models on Learn-to-Swim programs to gain a better understanding of the marketplace.</td>
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<td><strong>SCHOOL PROGRAMS</strong></td>
<td>• Maintain and further develop the 'School Ambassadors' program. &lt;br&gt;• Explore the inclusion of ‘open water’ events in school sport.</td>
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<td><strong>MASTERS SWIMMING</strong></td>
<td>• Create a holistic pathway for open age swimmers to remain in the sport. &lt;br&gt;• Develop a relationship with Masters Swimming Victoria to provide alignment and opportunities for a continued swimming pathway. &lt;br&gt;• Facilitate and promote the combining of Masters and SV clubs (One Club Model).</td>
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<td><strong>PARTNER WITH OTHER SPORTS</strong></td>
<td>• Peruse and evaluate opportunities to provide integrated events. &lt;br&gt;• Investigate and build pathways for engagement with other sports.</td>
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<td><strong>RECOGNITION, REWARD</strong></td>
<td>• Provide recognition and reward programs for swimmers, officials, coaches and parents.</td>
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<td><strong>INCLUSION</strong></td>
<td>• Provide opportunities and pathways for Indigenous and multi-cultural groups &amp; persons with special needs.</td>
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### STRATEGIC PILLARS

#### RECREATIONAL PARTICIPATION

**⇒ TO ENGAGE RECREATIONAL SWIMMERS INTO THE SPORT OF SWIMMING**

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| RECREATIONAL SWIMMING PARTICIPATION | * Investigate and develop products and services to cater to the needs of fitness and recreational swimmers.  
  * Collaborate with likeminded aquatic and sporting organisations to service the recreational market.  
  * Provide an event series program targeting non-members from swim schools and like sporting groups.  
  * Develop initiatives and programs that engage new and diverse participation and increased membership. |
| RECREATIONAL MEMBERSHIP | * Develop a tailored recreational membership package. |
| OPEN WATER | * Work in partnership with ‘open water’ events to develop pathways for open water swimmers into clubs. |

#### COMMERCIALISATION AND INNOVATION

**⇒ TO STRENGTHEN CORE BUSINESS AND EXPAND INTO NEW MARKETS**

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| PARTNERSHIPS | * Develop partnerships with likeminded foundations and charities.  
  * Continue ongoing partnerships with State and local governments, the aquatic and commercial sectors.  
  * Work with health and wellbeing organisations to quantify the health benefits of swimming programs and justify investment.  
  * Formalise relationships with facility owners and management groups for the expansion of the sport. |
| COMMERCIAL AND FUNDING | * Maxitimise funding opportunities from Government, Swimming Australia and the Commercial Sector.  
  * Seek and maintain funding opportunities to grow and develop the sport.  
  * Develop and maintain long term partnerships and mutually beneficial relationships with commercial enterprises.  
  * Maxitimise funding opportunities from government organisations, Swimming Australia & sporting programs.  
  * Continue to enhance Swimming Victoria’s financial management framework to provide ongoing leadership and guidance to all stakeholders.  
  * Create new and diverse commercial opportunities. |
| BEST PRACTICE | * Apply best practice across all aspects of the organisation.  
  * Implement effective reporting against the operational strategy.  
  * Develop and maintain organisational systems to retain IP and office systems.  
  * Retain staff via training and development opportunities.  
  * Provide a positive working environment that is motivating and encourages innovation. |
| COMMUNICATION | * Provide transparent and consistent communication.  
  * Increase exchange of information to promote swimming through traditional and new digital mediums.  
  * Facilitate joint Swimming Australia and Swimming Victoria promotional campaigns. |
| INNOVATIVE | * Establish a strong evidence base to underpin new initiatives and programs.  
  * Invest in ongoing research and development to develop new product and attract investment.  
  * Investigate the development of new technologies to attract and introduce new participants to the sport. |
| BRAND AWARENESS | * A clearly defined branding strategy to promote Swimming Victoria. |
| FACILITIES ACROSS VICTORIA | * Position Swimming Victoria as a key partner in the planning stages of new aquatic facility builds.  
  * Engage with local and state governments in relationship to water space and facilities.  
  * Build and maintain relationships with facility management.  
  * Establish strategic alliances with aquatic facility operators, school sports, schools and universities. |
ENABLING HIGH PERFORMANCE AND BROADER PARTICIPATION IN AN ENVIRONMENT THAT ENCOURAGES EXCELLENCE, INCLUSIVENESS, UNITY, PASSION AND INNOVATION.