



Swimming an essential part of the Western Australian way of life



### **Swimming WA** Strategic Plan

2021-2024

Our

Swimming is an essential part of Western Australian life Our

To bring the SPIRIT of swimming to our community

#### Strategic Pillar 1

#### People (development)

	officials & voluntee		
Priorities	Strategies	Outcomes	
Coach Development	Engage a head coach to mentor & support all WA coaches.	Increase the number & quality of our coaches with skills targeted at different athletes	
SWA to engage with & lead the development of coaches	Support the education & development of coaches through the sharing of knowledge & resources.	Annual Coach Conference is well attended & is considered an industry highlight	
	Provide professional development for coaches with a focus on developing a positive culture setting the time to support the behaviour & welfare of their	A culture of positive engagement & mutual respect between coaches, athletes, club efficials & SWA Development of a collaborative	
	Enhance the relationship with ASCIA to improve the support being provided to coaches.	& strategic relationship with ASCTA (WA) resulting in greate levels of active engagement from WA coaches	
Club Development Support clubs in creating the best possible environment for swimmers	Enable clubs to deliver programs & services that engage swimmers in their community.	Quarterly club-dovelopment forums & online training opportunities providing	
	Support clubs develop the skills & capability of their volunteers to successfully run their clubs.	education for volunteers SWA clubs attend SWA Forums, events & SOTY Award	
	Facilitate connections to relevant expertise & resources to support clubs address challenges that	Clubs increase rotention & attraction of new members	
	face	Increased regional membership & affiliation	
	Provide marketing support to clubs to help them attract swimmers into the club environment.		
	Regional clubs well supported through active regional servicing programs		
Officials Development Enhanced support to attract, retain & development technical officials.	Implement measures to attract younger officials as part of a succession planning strategy.	Increased number of officials across the swimming community, including in the younger age groups	
	Adopt & implement new competition technology to improve efficiencies & support for technical officials.	All SWA clobs including regional clobs have at least one official.	
Volunteer support	Simplify policies & practices to reduce the burden placed on volunteers.	Reduced volunteer burn-out & increased volunteer satisfaction	
Increased support & recognition for volunteers	Provide appropriate levels of support & recognition for all volunteers.	Increased number & diversity of volunteers involved in swimming	

Build the corremunity of swimming

coaches, officials, life members

connected through events & other network opportunities.

Utilise the Alumni Program to

support athlete mentoring & transition post swimming

& administrators who keep

program

Keep our

engaged

Former members of the

engaged & connected to

Calendar of alumni overes to

se developed, that are well

Funding opportunities increase

through strong relationships with Alumni

supported by the alumni

### Pillar 2

#### Strategic Participation & Pathways

Objective: Develop and strengthen opportunities for the community to swim.

Priorities	Strategies	Outcomes	
Programs / Products Develop a clear pathway where people can connect with swimming across multiple entry points.	Continua to facilitate opportunities for eximmers to compate and achieve their potential as competitive aximmers.  Develop initiatives that support clubs facilitate the transition of eximmers from learn-to-axim into pre-squad and into clubs.  Provide marketing, support and assist clubs implament initiatives that retain learness and exceeding a support and session clubs implament initiatives that retain learness and work now axim for finese, friendship and fur.	Swimmers rumain swimming for longer, in higher note not on swimmers in membership for clubs with pre-squad through pathways with pre-squad through pathways.	
Competition product regions / zone model	Review the format of avimming meats to ensure they are more adtractive, angaing and most the readed of avimmers. Facilitate againgt and most the senging evimment in teach of the senging evimment in teach tracking or teach as a single or teach a south as shift out teaching. Partner with clubs to implament a navised zone competition model that supports increased participation from awitiments.	Swimmers, coaches, officials and dube are satisfied with the competition structure. Clubs able to generate adequate income for their needs though the competition structure. Measts become fun and engaging attracting a higher number of competitors.	
Open Water Swimming The OWS series is the preeminent series in WA.	Continue to deliver a series of Open Water Swim sweets that builds participation through being well planned and safe Become the series of choice for the swimming community	Increased participation in open water events Increased sponsorship of open water events SWA open water swimming website increased traffic and therefore brand awareness	

Raviow Swimming WA's long term

strategy for direct management of facilities.

Raviaw Swimming WA's Wast Swim

Explore the apportunity to support

brograms and club squad programs Review a 'fit for purpose' model and delivery of high performance program support for WA athletes.

clubs with programs that bridge the gap between Learn to Swim

Ensure mentoring and guidance

water coaches and athletes.

WestSwim

Performance

Program

considered a trusted and preferred event series for open

Informed and well executed

decision made around the future of WestSwim Lakelands and the WestSwim brand

Following a thorough Investigation, determine the future

for a SWA driven bridge the gap program between LTS and club

competing at National, Age and

International events both in the

development programmes have strong links with the National

Increase in the number of

SWA elite talent identification and

swimmers competing in State and Regional Championships

Swimmers and coaches achieve their potential within the WA

swimming community

squad programs

of swimmers and coaches

pool and open water

#### Strategic Pillar 3

Leadership, Brand & Profile

#### Objective: Build the profile of swimming in Western Australia to be seen as a leading sport valued by the

#### Strategic Pillar 4

Organisational Sustainability

Objective: Grow the organisational Swimming WA to drive the long term

Priorities	Strategies	Outcomes	Priorities	Strategies	Outcomes
Brand, identity & reputation	Embed a brand that is synonymous with ownering across Western Australia and that the community are motivated to engage with.	Swimming WA establishes itself as the thought lauder for the aquatics sports. Swimming WA becomes the Employer of Chaice for employees within the sporting sector, demonstrated by improved staff intention & high calibre staff.	Financial Sustainability Financial security for the association	Continue to develop diversibled sources of revenue for the Association, Attract new currence and partnerships that are strategically aligned to the Associations purpose & objectives.	Revenue growth leading to reinvestment into the swimming community
Stakeholder relationships	Reconnect and re-establish strong relationships with our key stakeholders across the ownering & broader sport sector.	Increased trust of SWA from our swimming community.  Positive working relationships with all stakeholders leading to increased engagement, customer salebation & collaborative opportunities.	Organisational Structure Fit for purpose organisational structure Structure Fit for purpose structure Structure Structure Fit for purpose support our people to maximize their potential through effective mentering professional		Customer-centric organisational structure leads to increased ability to achieve strategic outcomes & improve customer satisfaction Improved staff retention & increased staff capability
Aquatic sport leadership	Provide luadership and identify apportunities to support the development of the equatic sector and other aquatic focused bodies. Establish a home of aquatics for the co-location of all water based sports.	Improved profile and data & Incal government oragement with the aquatic sports.  Within 5 - 7 years, establish a home of aquatics for the co-location of all water-based sports.  Within the nast years bring swimming together.	Governance A commitment to best practice industry standards and leading governance practices	& personal development opportunities.  Entitline to review and evolve our governance to ensure that our board adopts contemporary governance practices & standards.	Hoard evaluation returns strong results.  CLESC Rating against Sport Governance standards achieves a retrievem of 1/6
National & International Events	Attract national and international events to Western Australia which enhance the profile of swimming & provide development opportunities for our local swimmers.	National event hosted in WA within the next five years. International event hosted in WA within the next to years.	Technology Innovation Technology	Improve the use of technology to enhance core service delivery	Improved efficiencies both internally and externally for our swimming community
Social & environmental leadership	Davillop a social impact strategy & define the role our community plays in addressing social toxues.  Provide laudernitip to the awrinning community to address any informational challenges associated with the use of all environmental challenges associated with the use of all environmental where people owlin.	Within 3-5 years become a leader in the apporting sector relating to social impact 6 environmental responsibility including measuring our properties in recognition of the section of the	creates efficiencies & new opportunities		Improved customer service for our winning community measured through customer satefaction surveys: Migrate to the use of Swim Central at an appropriate Sme to minimize disruption & maximize customer satisfaction

- Inclusion: We are proud and inclusive to all those who are interested and involved in the sport.

#### Our Values

- Safety: To practice and promote the safety and well-being of all people in the swimming community.
- Passion: To have fun whilst encouraging everyone to be the best they can be.
- Integrity: To act ethically, honestly and with transparency.
- Respect: To demonstrate a sense of fair play and value the contribution of everyone in the swimming community.
- Teamwork: To collaborate with purpose, and to keep each other accountable.



#### **Our Vision**

Swimming is an essential part of Western Australian life

#### **Our Purpose**

To foster the SPIRIT of swimming within our community

#### **Our Values**

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- P Passion: To have fun whilst encouraging everyone to be the best they can be
- I Integrity: To act ethically, honestly and with transparency
- R Respect: To demonstrate a sense of fair play and value the contribution of everyone in the swimming community
- I Inclusion: We are proud and inclusive to all those who are interested and involved in the sport
- T Teamwork: To collaborate with purpose, and to keep each other accountable



### Swimming WA – Strategic Plan 2021-2024 Strategic KPIs

#### Updated April 2023

Strategic Pillar 1	Strategic Pillar 2	Strategic Pillar 3	Strategic Pillar 4
People	Participation & Pathways	Leadership, Brand & Profile	Organisational Sustainability
Develop all those developed in supporting our swimming community including clubs, swimmers, coaches, officials & volunteers	Develop and strengthen opportunities for the community to swim.	Build the profile of swimming WA to be seen as the leading sport valued by the community	Grow the organisational capability and performance of Swimming WA to drive the long term success of the sport
Club Development	Pathways	Employer of choice	Financial Sustainability
50 x clubs have joined the Club Excellent Programme by September 2024	11% athlete representation into Pathways and HP programmes including:  • Event Camps  • Flipper Camps  • National Teams  • National Age, Open and MC Championships	Reduce annual staff turnover to under 30% each financial year of the Strategic Plan.	Revenue growth for Swimming WA (excluding Lakelands) of 5% to end of FY 23-24



Strategic Pillar 1	Strategic Pillar 2	Strategic Pillar 3	Strategic Pillar 4
People	Participation & Pathways	Leadership, Brand & Profile	Organisational Sustainability
Coach Development	Pool Events	Stakeholder relationships	Governance
116 accredited coaches (an increase of 10% on current numbers – 105) by September 2024	Exceed 85% subscription rate into pool meets across the 2023-24 season based on a minimum of 25 SWA pool meet days. This will be broken up into LC & SC seasons as follows:  2023 SC Season – 11 days  2023-24 LC Season - 25 days  2024 SC Season – 11 days	Annual Stakeholder Engagement Surveys satisfaction levels rated at 80% or above. This will include:  • Members  • Club Presidents  • Coaches  • Officials  • Funding partners & sponsors The annual survey will be conducted in June of each year.	
Officials Development	Open Water Swimming		
237 Technical Officials (an increase of 10% on current numbers 216) by September 2024	Achieve 5000 participants over the course of the OWS season during 23-24 based off a 10-meet series (ave. 500 per swim).		



Swimming WA Doughnut





## 2022-23 Operational Focus - REBUILD

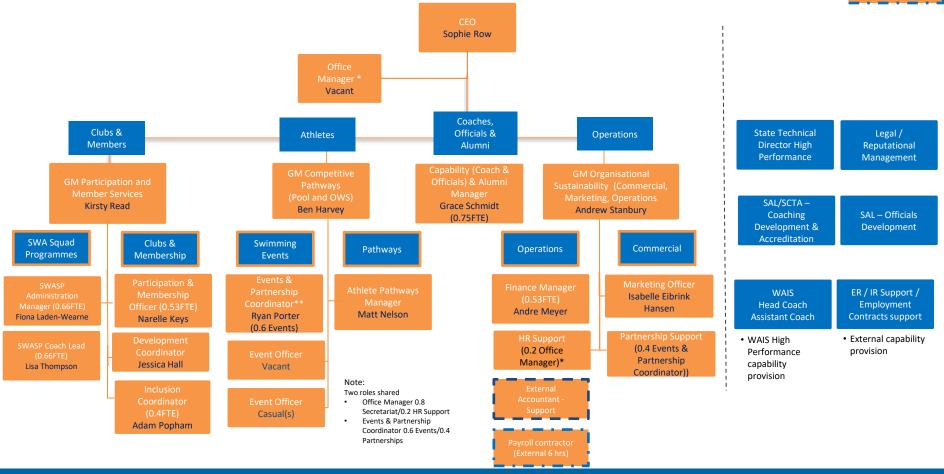
- Finalise the restructure of the organisation filling new roles to deliver the strategy
- Relationship building across all stakeholders
- Driving strong organisational culture through the SPIRIT values
- Club and volunteer support
- Coach and official development opportunities
- Competition review and delivery of meets
- Continued improvement to open water series including attracting National Championships
- WestSwim restructuring
- Governance reform
- Diversification of revenue streams
- Technology innovation to improve efficiencies
- Prepare for transition to Swim Central













### Strategic Pillar 1 – People (development)

**Objective:** Develop all those involved in supporting our swimming community including clubs, swimmers, coaches, officials & volunteers.



## Coach Development

SWA to engage with & lead the development of coaches

- Engagement of head coach to mentor & support WA coaches
- Eight coach courses held & professional development workshops across the year
- Mentor Presenter Programme, upskilled four coaches
- Scholarships/grants for coach development
  - 31 coaches funded to complete La Trobe Supporting the Female Athlete
  - II scholarships provided to regional coaches for professional development
  - I5...level up‰ scholarships to upskill to next level
    - 5 Development Coach Course candidates
    - 8 Advanced Coach Course candidates
    - 2 Performance Coach Course candidates
  - Scholarship coach role added to Flippers camp and tours
- Coach Advisory Group established
- Regular coach newsletter
- Annual Coach Conference
- Coach representation across committees



## Club Development

Support clubs in creating the best possible environment for swimmers

- Implementation of state-wide Splash ...n Dash marketing campaign to kick off the season
- Two new education series for club development, recorded and put on website for easy access for everyone
  - ... How to Series%; Strategic Planning, Volunteer Management, Meet Management,
  - Wellbeing Series Richmond Wellbeing
- Club Excellence Programme launched to assist club governance run through an awards based system
  - Four gold level, two silver level, nine Bronze level
- Regional clubs supported through active regional servicing programs
  - Regional Coaching Scholarships
  - Regional Development Weekends in Northam & Mount Barker
  - Funding support for Country Pennants



### Officials Development

Enhanced support to attract, retain and develop technical officials

- Three Bob Bestman Scholarships continued to support professional development
- New Technical Official Bulletin introduced to communicate
- Annual Conference welcomed 44 attendees
- New courses and professional development opportunities
- Use of Duke of Ed programme to encourage younger officials
- Profile younger officials on social media and other communications
- TO management activities brought inhouse to better track and deliver communications
- New uniform



## Volunteer Support

Increased support & recognition for volunteers

- Improvements in internal processes & procedures to more efficiently handle enquiries from clubs and members
- Simplify policies & practices to reduce the burden on volunteers
  - New Constitution, simplified and contemporary
  - Bylaws work now being undertaken to develop policies
  - Committee meetings and webinars held online rather than face-to-face
  - Webinars recorded for volunteers to view at a convenient time
  - SWA assist in support of complaints handling
- Provide appropriate levels of support & recognition for all volunteers
  - Volunteer of the month recognised, award winners nominated for Awards of Excellence
  - Volunteers nominated wherever possible for awards to recognise contribution
    - SWA Awards of Excellence
    - SportWest Annual Sports Awards
    - Life membership, Hall of Champions, Hall of Fame



### **Strategic Pillar 2 – Participation & Pathways**

**Objective:** Develop and strengthen opportunities for the community to swim.



### Competition programs & products

Develop a clear pathway where people can connect with swimming across multiple entry points

- Review of Competition structure saw the evolution of our structure to align with membership categories and create clear pathways
- Broader representation from swimming community on the Competition Planning Committee including coaches
- Increased number of competitions at all levels
- 675 Junior Dolphins, increased by 4% for young water enthusiasts to build skills for competitive racing
- Inaugural statewide Splash ...n Dash weekend featured 12 events and 400 participants
- Junior Excellence celebrates improvement and achievement of standards, which are measured Australia-wide. 1,261 participants up by 12%
- Increased Multiclass opportunities across all competitions
- Increased classification days
- Increase in MC athletes by 50%



## Open Water Swimming

The OWS series is the pre-eminent series in WA

- SWA is the series of choice for the swimming community with the largest series in Australia
- Hosted a 10-event series across metropolitan and regional centres
- SWA is the key provider of the 10km qualifying events opportunities for Rottnest channel swimmers (Rottnest Channel Swim and/or Port to Pub).
- Co-delivered the National Open Water Championships and OceanSwim Festival with Swimming Australia,
   piloting a new format
- New formats tested including Elite Series and Relays
- Survey results following the conclusion of the season show a high satisfaction rating amongst swimmers with 76.5% of respondents scoring 8 or higher as to the likelihood they would recommend the OWS Series to a friend or family member.
- Full post event review to ensure improved registrations and cost efficiencies for next season



### WestSwim

- WestSwim Craigie re-branded to Swimming WA Squad Programmes, now achieving capacity enrolments
- Restructuring of squad programmes to set clearer criteria and expectations as well as optimise classes and lane space
- WestSwim Lakelands saw increased enrolments however was not financially sustainable and was closed at the end of June.
- The WestSwim brand is no longer in use
- Nomenclature changed from LTS to squad programmes



## High Performance Program\*\*

\*\*It should be noted that High Performance is the purview WAIS and SA, while Swimming WA delivers ... Pathways... This nomenclature is therefore incorrect.

- Dedicated Athlete Pathways Manager appointed in August 2022
- Pathways strategy has been developed in collaboration with SA, WAIS, coaches and athletes
- Presentation developed to present to potential commercial partners
- Swimming Australia State Technical Lead meets regularly with coaches to facilitate HP development opportunities for athletes and coaches through WAIS
- WAIS scholarship athletes, WAIS training agreement athletes and partner clubs as well as Flippers athletes have opportunities to access WAIS facilities and services
- Scholarship coaches provided opportunities to travel with teams to gain experience and mentoring from senior coaching staff
- Seven activities held during financial year across three squads
  - WA Development squad 61
  - WA Flippers Squad 36
  - WA Target Flippers Squad 5



# High Performance Program 2023\*\*

Confirmed Dates (May 2023 – October 2023*)	Location	Confirmed Dates	Athletes targeted
Monthly WA Flippers Squad WA Hub Session	HBF Stadium	June 3	WA Flippers Squad WA Target Flippers Squad
Monthly WA Flippers Squad WA Hub Session	HBF Stadium	June 24	WA Flippers Squad WA Target Flippers Squad
WA Flippers Training Camp	HBF Stadium	July 10 to July 14	WA Flippers Squad WA Target Flippers Squad
WA Performance Pathway Program Race Morning	HBF Stadium	July 14	WA Flippers Squad WA Target Flippers Squad WA Development Squad
Monthly WA Flippers Squad WA Hub Session	HBF Stadium	July 29	WA Flippers Squad WA Target Flippers Squad
Monthly WA Flippers Squad WA Hub Session	HBF Stadium	August 26	WA Flippers Squad WA Target Flippers Squad
Tri-series meet with New Zealand and Victoria	Hawkes Bay, NZ	September 23 to September 30	WA Flippers Squad
WA Development Squad Training Camp	ТВС	October 2 to October 5	WA Development Squad
Queensland Open Water State Championships	Brisbane, QLD	October 12 to October 14	Distance athletes from WA Flippers and WA Target Flippers Squad



### Strategic Pillar 3 – Leadership, Brand & Profile

**Objective:** Build the profile of swimming in Western Australia to be seen as a leading sport valued by the community



## Leadership, Brand & Profile

- Improved staff retention from 90% turnover annually under previous management to 20% turnover. The sports industry standard in WA is currently 50% turnover according to the recent SportWest Remuneration and Benefits Report
- Improved stakeholder relationships with Clubs, members, coaches, officials, DLGSC, WAIS, Venueswest and our funding partners
  - Increased funding from DLGSC
  - Increased funding from Healthway
- Improved collaboration and relationships with Swimming Australia, demonstrated by:
  - Hosting of National OWS Championships
  - Piloting of coaching development programmes
  - Swim Central transition and improvements in functionality
  - Participation programmes, SWA integral to progression of national swimming innovations



## Leadership, Brand & Profile

- SWA considered one of the ...leaders‰ in the inclusion space in sport in WA
- Annual Stakeholder Engagement Survey developed and benchmarks set for future years
- Advocacy work currently underway with Minister Templeman, DLGSC and various LGAs regarding facilities
- Increased focus on reducing carbon footprint
  - Reduction of printing
  - Use of water tank during open water
  - Merchandise that can be re-used wherever possible



## **Strategic Pillar 4 – Organisational Sustainability**

**Objective:** Grow the organisational capability and performance of Swimming WA to drive the long term success of the sport



## Organisational Sustainability

- Diversification of revenue
- Customer-centric organisational structure established and team members employed to deliver strategic objectives
- Professional development opportunities for team members
- Improved use of technology to create efficiencies through various platforms
- Governance reform commenced with new Constitution and a number of new policies approved
- Transition to Swim Central



What‰s in store for 2023-24?



## 2023-24 Operational Focus NEW initiatives

- Launch of the Alumni Programme
  - Build the community of swimming alumni including swimmers, coaches, officials, life members and administrators who keep connected through events and other network opportunities
  - Utilise the Alumni Program to support athlete mentoring and transition post swimming
  - Link with SWA Foundation strategy in generating financial support for specific targeted programmes
- School Services
  - Menu of equipment and support available to schools to deliver events
  - Inter-school OWS carnival
  - TO Hire
  - Timing Hire and Carnival Support
  - Learn to Race Clinics
- Asian Engagement
  - Two-way opportunities to engage with Asia in our pathways programme





## 2023-24 Operational Focus NEW initiatives

- New Membership category 90 day ...come ...n try‰ commencing from I<sup>st</sup> January to capture the school carnival swimmer
- New ...Club Hub‰ intranet a one-stop-shop for affiliated club resources
- New pathway bridging programme for regional WA
  - Working with Regional Academies for improved alignment
- Further refinement of the Open Water Swim Series
  - New relay only meet
  - Open water swim clinics to attract new swimmers to open water
  - Interschool event at Coogee
- Advocacy strategy to be developed with other aquatic sports to drive facility improvements and expansion



## 2023-24 Operational Focus IMPROVED

- Regional Servicing
  - Development Weekend in Kalgoorlie
  - Eight swim clinics across the regions (Narrogin, Tom Price, Kalgoorlie, Beverley, Kellerberrin,
     Exmouth, Morowa, Margaret River and Pinjarra)
- Expansion of the Pho3nix Junior Excellence programme in conjunction with SAL
  - Multiclass JX Clinic
  - Two during State Championships
  - Busselton JX Clinic during Nationals
- Expansion of ...inclusion‰ initiatives exploring indigenous programmes through SAL‰s Deadly Little
   Dolphins
- Expanded Annual Conference with presentations for all our swimming community
- Club governance and support programmes with use of SportWest initiatives



## 2023-24 Operational Focus IMPROVED

- Swim Central support and continued work with SAL to improve functionality where necessary
- Coach development programmes with the assistance of SCTA
- Governance reform continues with new policies in development
- Expanded pool meet programme with additional meets including:
  - Two sprint meets with heats & finals
  - Dedicated ...Age and Open‰ competitions
- Improved planning and process to pool meet entry
- Active encouragement for clubs to host official meets and interclub competitions at their home pools



## New SportWest Industry-wide Initiatives





#### SUPPORT

We support those around us. We value the contribution of volunteers, coaches, officials, the governing bodies and our club – and support them in delivering the game.

### PROTECT

We look out for each other. We actively pursue a safe environment for all participants. We protect the integrity of our people and our game/sport.

### BELONG

It's everyone's game.
We encourage a
sense of belonging
regardless of age,
ability, gender, sexual
orientation, ethnic
background or
contribution.

### RESPECT

We respect everyone involved in our sport and value our people - the officials, players, coaches, staff and volunteers. We draw strength from our diversity and unite in our shared love of the game.

#### TRANSFORM

We believe in the power of sport to transform lives. We leverage learning apportunities to motivate and inspire our people to contribute to the sport we want.













## New SportWest Industry-wide Initiatives



#### True Sport Child Safeguarding Initiative

SportWest is pleased to confirm the upcoming launch of the True Sport Child Safeguarding Initiative on Thursday, 2 November 2023,

The initial phase of this initiative will focus on supporting State Sport Associations create and maintain safe environments for children and young people, aligned with the National Principles for Child Safe Organisations (National Principles).

Informed by industry and a Government Advisory Group, sport-tailored resources will be launched at the True Sport Child Safeguarding Forum on Thursday, 2 November 2023 to assist State Sport Associations (SSAs) understand, navigate and then start to action the National Principles.

The initial resources will include:

· A self-assessment tool to assist SSAs work through each National Principle and identify whether they have work already in place or underway or not. This will then inform the development of an action plan to guide SSA action;







### Mental Health Resources | Coming Soon

SportWest is pleased to confirm the upcoming launch of the True Sport Mental Health & Wellbeing Initiative on 10 October 2023. This first-phase release will focus on supporting State Sporting Association (SSA) staff to respond to mental health incidents, and promote proactive mental health and wellbeing across community sport.

The SportWest Mental Health and Wellbeing Community Sport Framework launched in 2021 identified four action areas, the industry required implementation support

- Creating a club culture and environment that promoted Mental Health and Wellbeing
- 2. Increasing mental health awareness and literacy, knowing how to respond
- Ensuring links with local mental health support services
- 4. Responding to critical mental health incidents/events.

As a result, SportWest, in partnership with the Mental Health Commission, developed the True Sport Mental Health and Wellbeing Initiative to respond to sector specific needs. It will equip the industry to appropriately promote mental health help-seeking behaviour by directing members to professional support

The initiative is unique in that it has been specifically designed to help sporting organisations and administrators respond appropriately to mental health concerns in a sporting context. This includes upskilling the sector around incident response, intervention, prevention and proactive promotion of mental health and wellbeing.



# Thank you