



# Swimming WA Strategic Plan 2021-2024

## Our Vision

Swimming is an essential part of Western Australian life

## Our Purpose

To foster the SPIRIT of swimming within our community

### Strategic Pillar 1 People (development)

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

Priorities	Strategies	Outcomes
<b>Coach Development</b> SWA to engage with & lead the development of coaches	Engage a head coach to mentor & support all WA coaches.  Support the education & development of coaches through the sharing of knowledge & resources.  Provide professional development for coaches with a focus on developing a positive culture setting the tone to support the behaviour & welfare of their swimmers.  Increase in number of female coaches and multi-class skilled coaches.  Enhance the relationship with ASCTA to improve the support being provided to coaches.	Increase the number & quality of our coaches with skills targeted at different athletes  Annual Coach Conference is well attended & is considered an industry highlight  A culture of positive engagement & mutual respect between coaches, athletes, club officials & SWA  Development of a collaborative & strategic relationship with ASCTA (WA) resulting in greater levels of active engagement from WA coaches
<b>Club Development</b> Support clubs in creating the best possible environment for swimmers	Enable clubs to deliver programs & services that engage swimmers in their community.  Support clubs develop the skills & capability of their volunteers to successfully run their clubs.  Facilitate connections to relevant expertise & resources to support clubs address challenges they face.  Provide marketing support to clubs to help them attract swimmers into the club environment.  Regional clubs well supported through active regional servicing programs	Quarterly club development forums & online training opportunities providing education for volunteers  SWA clubs attend SWA Forums, events & SOTY Awards  Clubs increase retention & attraction of new members  Increased regional membership & affiliation
<b>Officials Development</b> Enhanced support to attract, retain & development technical officials.	Implement measures to attract younger officials as part of a succession planning strategy.  Adopt & implement new competition technology to improve efficiencies & support for technical officials.	Increased number of officials across the swimming community, including in the younger age groups  All SWA clubs including regional clubs have at least one official
<b>Volunteer support</b> Increased support & recognition for volunteers	Simplify policies & practices to reduce the burden placed on volunteers.  Provide appropriate levels of support & recognition for all volunteers.	Reduced volunteer burn-out & increased volunteer satisfaction  Increased number & diversity of volunteers involved in swimming
<b>Alumni program</b> Keep our swimming family engaged	Build the community of swimming alumni including swimmers, coaches, officials, life members & administrators who keep connected through events & other network opportunities.  Utilise the Alumni Program to support athlete mentoring & transition post swimming	Former members of the swimming community remain engaged & connected to swimming  Calendar of alumni events to be developed, that are well supported by the alumni swimming community  Funding opportunities increase through strong relationships with Alumni

### Strategic Pillar 2 Participation & Pathways

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

Priorities	Strategies	Outcomes
<b>Programs / Products</b> Develop a clear pathway where people can connect with swimming across multiple entry points.	Continue to facilitate opportunities for swimmers to compete and achieve their potential as competitive swimmers.  Develop initiatives that support clubs facilitate the transition of swimmers from learn-to-swim into pre-squad and into clubs.  Provide marketing support and assist clubs implement initiatives that retain teenage and recreational swimmers who wish to swim for fitness, friendship and fun.	Swimmers remain swimming for longer, ie higher retention of swimmers  Increased membership for clubs with pre-squad through pathways
<b>Competition product regions / zone model</b>	Review the format of swimming meets to ensure they are more attractive, engaging and meet the needs of swimmers.  Facilitate opportunities for clubs to engage swimmers in less structured formats such as skins or teams racing.  Partner with clubs to implement a revised zone competition model that supports increased participation from swimmers.	Swimmers, coaches, officials and clubs are satisfied with the competition structure  Clubs able to generate adequate income for their needs through the competition structure  Meets become fun and engaging, attracting a higher number of competitors
<b>Open Water Swimming</b> The OWS series is the preeminent series in WA.	Continue to deliver a series of Open Water Swim events 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  SWA Open Water Series is considered a trusted and preferred event series for open water

<b>WestSwim</b>	Review Swimming WA's long term strategy for direct management of facilities.  Review Swimming WA's WestSwim structure  Explore the opportunity to support clubs with programs that bridge the gap between Learn to Swim programs and club squad programs.	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 squad programs
-----------------	---	---

<b>High Performance Program</b>	Review a 'fit for purpose' model and delivery of high performance program support for WA athletes.  Ensure mentoring and guidance support is provided for pool and open water coaches and athletes.	SWA increases the number of swimmers and coaches competing at National, Age and International events both in the pool and open water  SWA elite talent identification and development programmes have strong links with the National programme  Increase in the number of swimmers competing in State and Regional Championships  Swimmers and coaches achieve their potential within the WA swimming community
---------------------------------	---	---

### 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

Priorities	Strategies	Outcomes
<b>Brand, identity &amp; reputation</b>	Embed a brand that is synonymous with swimming across Western Australia and that the community are motivated to engage with.	Swimming WA establishes itself as the thought leader for the aquatic sports  Swimming WA becomes the Employer of Choice for employees within the sporting sector, demonstrated by improved staff retention & high calibre staff
<b>Stakeholder relationships</b>	Reconnect and re-establish strong relationships with our key stakeholders across the swimming & broader sport sector.	Increased trust of SWA from our swimming community  Positive working relationships with all stakeholders leading to increased engagement, customer satisfaction & collaborative opportunities
<b>Aquatic sport leadership</b>	Provide leadership and identify opportunities to support the development of the aquatic sector and other aquatic focused bodies.  Establish a home of aquatics for the co-location of all water based sports.	Improved profile and state & local government engagement with the aquatic sports  Within 5 - 7 years, establish a home of aquatics for the co-location of all water-based sports  Within the next 2 years bring swimming together
<b>Social &amp; environmental leadership</b>	Develop a social impact strategy & define the role our community plays in addressing social issues.  Provide leadership to the swimming community to address environmental challenges associated with the use of all environments where people swim.	Within 3-5 years become a leader in the sporting sector relating to social impact & environmental responsibility including measuring our ESG performance within our Annual Reports  Seek to reduce our carbon footprint through reduction in consumables  Develop strategic partnerships (particularly OWS) to raise awareness of the environment

### Strategic Pillar 4 Organisational Sustainability

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

Priorities	Strategies	Outcomes
<b>Financial Sustainability</b> Financial security for the association	Continue to develop diversified sources of revenue for the Association. Attract new commercial partnerships that are strategically aligned to the Associations purpose & objectives.	Revenue growth leading to reinvestment into the swimming community  Increased commercial partnerships that enhance the SWA brand & reputation
<b>Organisational Structure</b> Fit for purpose organisational structure	Ensure our organisational structure reflects our strategic priorities.  Support our people to maximise their potential through effective mentoring, professional & personal development opportunities.	Customer-centric organisational structure leads to increased ability to achieve strategic outcomes & improve customer satisfaction  Improved staff retention & increased staff capability
<b>Governance</b> A commitment to best practice industry standards and leading governance practices	Continue to review and evolve our governance to ensure that our board adopts contemporary governance practices & standards.	Board evaluation returns strong results  DLGSC Rating against Sport Governance standards achieves a minimum of 125
<b>Technology innovation</b> Technology creates efficiencies & new opportunities	Improve the use of technology to enhance core service delivery	Improved efficiencies both internally and externally for our swimming community  Improved customer service for our swimming community measured through customer satisfaction surveys  Migrate to the use of Swim Central at an appropriate time to minimise disruption & maximise customer satisfaction

## Our Values

- S Safety:** To practice and promote the safety and well-being of all people in the swimming community.
- 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.