

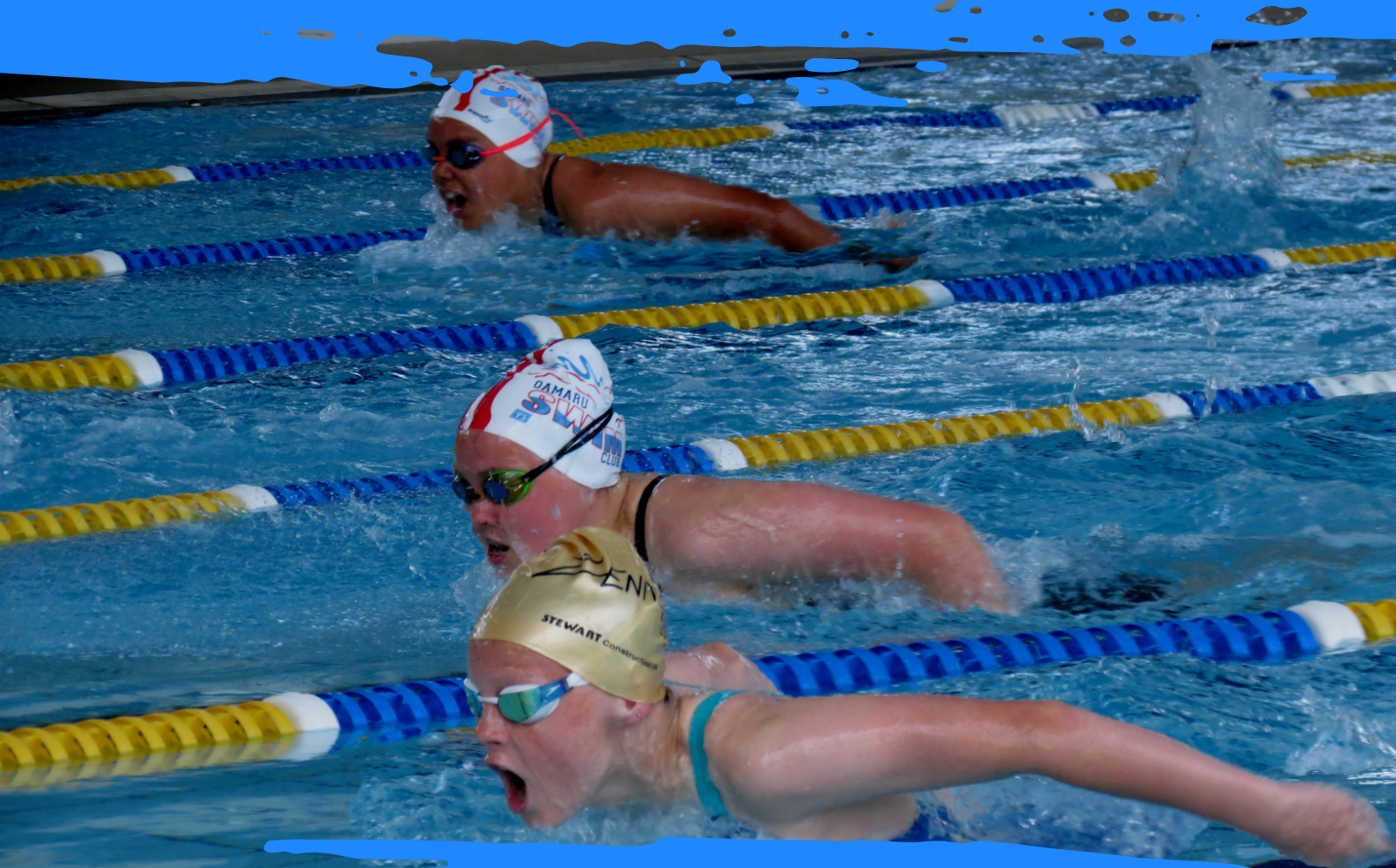
5 YEAR PLAN

2018 - 2023



# SWIMMING OTAGO

STRATEGIC PLAN



[OTAGO.SWIMMING.ORG.NZ](http://OTAGO.SWIMMING.ORG.NZ)

# WHAT WE STAND FOR...

## VISION:

To inspire enjoyment, excellence, and pride in Swimming



## MISSION:

To promote Swimming as a sport for all



## VALUES:

Fitness, safety, life skill, inclusive, team, integrity, respect, honesty, and commitment.



## CHALLENGES:

Participation, cost, Learn to Swim opportunities.



A photograph of a swimmer in a pool, captured mid-stroke with their head above water and arms extended forward. The swimmer is wearing a yellow swim cap with "FENN" written on it. The water is blue and splashing around the swimmer.

# STRATEGIC GOALS

## BUILD THE BASE

- Promote the enjoyability of swimming
- Support member clubs to maintain or increase swimmer participation.
- Reduce the barriers for swimmers to consider the competitive pathway.
- Improve the communication and collaboration with the various Learn 2 Swim options within the region

## PROMOTE COMPETITIVE SUCCESS

- Host four regional events per season.
- Maintain swimmer and club participation in competitive meets.
- Support clubs and Regional Coaching structures to increase number of regional age group swimmers and high-performance swimmers.
- Support training and retention of Technical Officials within the region

## ENSURE SOUND GOVERNANCE

- Ensure sound and transparent governance, planning, and reporting for Swim Otago.
- Develop and maintain a full set of relevant policies and procedures.
- Provide a visible and accessible governance resource to Member Clubs

## IMPROVE FINANCIAL PERFORMANCE

- Increase revenue and control costs to ensure annual profits.
- Develop and maintain relationships with key stakeholders and funders

## ADVOCATE

Ensure the voice of Swim Otago is heard in decision-making for our sport



# INITIATIVES

## BUILD THE BASE

- Incorporating incentives as a motivator towards performance and progression
- Work with member clubs and Learn 2 Swim pathways to provide enjoyable and non-threatening opportunities for younger swimmers to experience introductions to competitive swimming.
- Inform those who are within and outside of the swimming community about the competitive pathway

## PROMOTE COMPETITIVE SUCCESS

- Encourage and support clubs to hold meets, and identify obstacles to participation or hosting meets
- Invite club officials at each swim meet to partake in discussions surrounding event goals and success of meet. Feedback into future meet design and timing.
- Ensure feedback regarding competitive swimming can be aired in a collaborative environment.
- Invite discussions on and identify key obstacles to technical official retention and development
- Promote the advantages of Technical Official training during Member Club visits

## ENSURE SOUND GOVERNANCE

- Increase the visibility of the Swim Otago Board and committee members at swimming events
- Establish and populate a new committee structure to support the work of Swim Otago.
- Liaise and collaborate with Swimming NZ and other regional associations with the aim of standardising procedures to establish a clear list of required policies.
- Maintain a standing agenda item to report on any breach of policies at Swim Otago Board Meetings
- Maintain good dialogue with Member Clubs and ensure awareness of support available

## IMPROVE FINANCIAL PERFORMANCE

- Explore additional revenue streams
- Explore opportunities to meet with local funders
- Develop a roster to meet with all Member Clubs annually.
- Establish a database of related aquatic clubs including Waterpolo, Surf Lifesaving, etc.

## ADVOCATE

- Ensure the Board is well informed of decisions that may affect Swimming Otago
- Contribute to decision making conversations about our sport





# MEASURES

## BUILD THE BASE

- Investigate effectiveness of incentive schemes
- Track and evaluate skill development of swimmers.
- Report and analyse member demographics within the Otago region
- Analyse effectiveness and reachability of Swimming Otago's mediums of communication

## PROMOTE COMPETITIVE SUCCESS

- Report participation numbers and results
- Report and analyse meet participation numbers at club, and historical levels
- Conduct at least one informal visit by Swim Otago Board members to each club per term
- Report and analyse recruitment, progression, and retention of swimmers on development pathways
- Report and analyse progression and retention of technical officials, including projections of future need and availability of current officials

## ENSURE SOUND GOVERNANCE

- Report against strategic goals
- Report on policies in place
- Report on enquiries and assistance provided.
- Initiate regular correspondence with member clubs.
- Actively promote sound and transparent governance at member clubs.

## IMPROVE FINANCIAL PERFORMANCE

- Report a profit (or no net loss) annually
- Report on meetings with funders and stakeholders
- Increase contributions from funding bodies.

## ADVOCATE

Report on opportunities taken to advocate on behalf of swimming