



WHOLE OF SWIMMING PLAN

Swimming: 'As Kiwi As'

We know what we're working for
We know what we need to achieve
We know the future we want

VALUES

Excellence
Innovation Integrity
Service
Accountability
Safety

OUR PURPOSE

To promote swimming for
sport, fitness and safety for
all Kiwis

OUR VISION

To inspire enjoyment,
excellence and pride in
swimming by all Kiwis



AIM:

STRATEGIC GOALS:

Participation Plan

- Go Swimming
- Everyone can swim

To provide relevant, compelling and quality swimming experiences for all Kiwis

High Performance Plan

- Go Fast
- Winning AquaBlacks

To have a NZ swimming system that consistently produces swimmers and coaches that are the best in the world

Operational Plan

- Go for Excellence
- The basics executed and communicated well

SWIMMING RELATIONSHIPS: Effective relationships enable quality services to be provided

CAPABILITY: Effective and efficient systems processes, policies, information and leadership enable us to provide quality services

FINANCIAL VIABILITY: Swimming NZ is financially sustainable

Our Strategic Priorities

Our Results

PARTICIPATION PLAN:

Go Swimming.



STRATEGIC GOALS:

To provide relevant, compelling and quality swimming experiences for all Kiwis

STRATEGIC PRIORITIES:

- 1 To promote, support and develop a strong zonal, regional and club network capable of leading swimming from grassroots up to high performance
- 2 To have a NZ coaching system that is internationally recognised and produces world class coaches at all levels
- 3 To maintain and enhance the delivery of educational services and products to support our communities, parents, educators, coaches and clubs
- 4 To meet the swimming age and stage needs of the Kiwi community
- 5 To attract, develop, retain and reward a talented and committed base of volunteers



RESULTS

- | | | | | | | |
|--|---|---|--|--|--|--|
| Increased the number of Kiwis actively participating in swimming programmes, development pathways and events | Sufficient depth of qualified coaches so that three or four NZ coaches capable of coaching the AquaBlacks | An aligned National & regional competition structure that supports the development, conditioning and medalling of NZ swimmers | There is a measurable increase in the number of kiwis transitioning from learn to swim into club swimming and competitions | All communities, parents, educators, coaches involved in learn to swim and swimming activities have the information, skills and confidence to develop safe, competent Kiwi swimmers for life | Increased opportunities for Kiwi's to participate in quality swimming activities or experiences that meet their physical, social, emotional & health needs at each age & stage | Sufficient depth of qualified technical officials and volunteers to meet the needs of swimming |
|--|---|---|--|--|--|--|



HIGH PERFORMANCE PLAN:

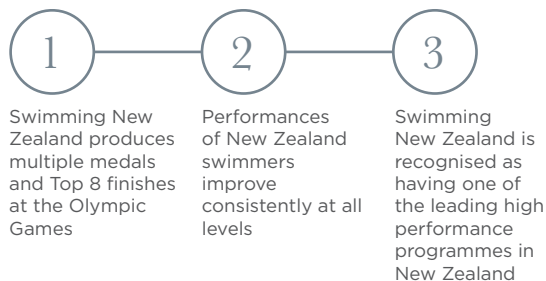
Go Fast.



STRATEGIC GOALS:

To have a NZ swimming system that consistently produces swimmers and coaches that are the best in the world

STRATEGIC PRIORITIES:



RESULTS

| | | | | | |
|--|---|---|---|--|--|
| WORLD CLASS COACHING We develop, retain and attract exceptional world class coaches who consistently deliver continuous improvement and excellence | STRONG TEAM CULTURE All athletes, coaches and performance staff aspire to become part of the SNZs High Performance Team environment | STRONG TEAM LEADERSHIP AND DIRECTION The Team is respected for its clarity, leadership and strong direction | INTEGRATED ATHLETE PATHWAY There is a steady flow of well prepared athletes achieving clear individual performance standards at different levels of development | PODIUM RESULTS The AquaBlacks have a reputation as a solid performers on the international stage | ROLE MODELS We have cultivated and developed a group of swimmers who are exceptional leaders and ambassadors |
|--|---|---|---|--|--|



gettyimages
Jason Oxenham



OPERATIONAL PLAN:

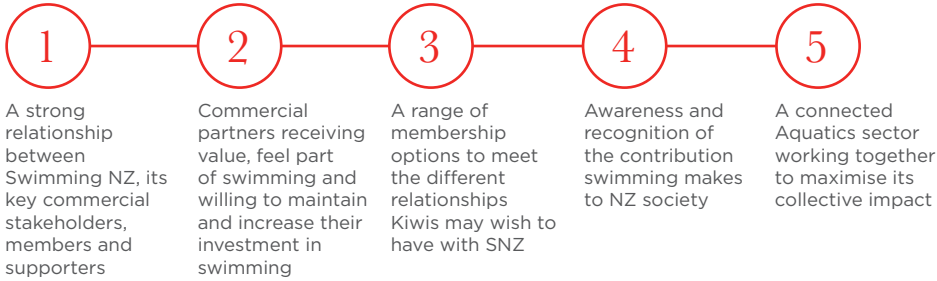
Go for Excellence.



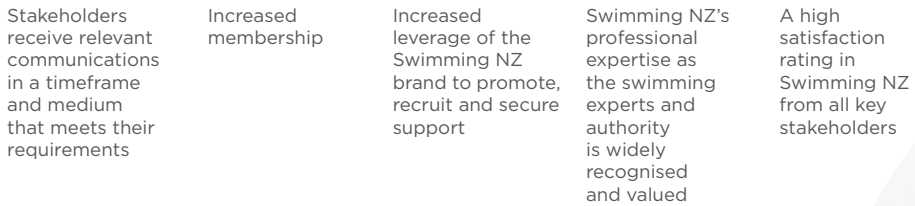
STRATEGIC GOALS: SWIMMING RELATIONSHIPS

Effective relationships enable quality services to be provided.

STRATEGIC PRIORITIES:



RESULTS



STRATEGIC GOALS: FINANCIAL VIABILITY

Swimming NZ is financially sustainable.

STRATEGIC PRIORITIES:

- 1 To grow our revenue, funded and discretionary, to provide a secure and enduring future for swimming
- 2 A long-term financial plan that supports the operational and strategic programmes of the sport
- 3 To maximise the purchasing power of the sport as a whole, i.e. shared services and practices (the swimming hub)
- 4 Risks to the organisation identified and well managed

| RESULTS | | | | |
|--|--|---|--|--|
| A sustainable sport at all levels | Fee structures that meets a range of participation needs | Sponsors covering different parts of our organisation | Financial reserves are at a level that mitigate against risk | Reduced level of organisational risk, i.e. level of exposure maintained at low |
| A support network for shared services and resources across the sport | | Discretionary income streams | | |

STRATEGIC GOALS: CAPABILITY

Effective and efficient systems processes, policies, information and leadership enable us to provide quality services.

STRATEGIC PRIORITIES:

- 1 To attract, develop and retain quality people
- 2 To have an efficient and effective structure and model that supports the delivery and growth of swimming and participation
- 3 Work with Regions and RST's to develop a 30 year blueprint for infrastructure requirements for swimming so that we can influence Government and Councils to meet the Aquatic sector needs
- 4 To have the data and information to drive continuous improvement and business decisions
- 5 To have in place standard policies, processes and systems

| RESULTS | | |
|---|---|---|
| To have HR policies and practices that support effective leadership and the management and development of staff | The ability to segment, communicate and deliver services to a diverse community | The Swimming NZ's education programmes have brand recognition and reputation that attracts support and protection |

