

# Whole of Sport Plan

## Swimming New Zealand

### 2014-20

#### Background

Swimming NZ is the National Sports Organisation (NSO) for competitive pool and open water swimming in New Zealand. Through its membership of Aquatics New Zealand, Swimming NZ is affiliated to the Federation Internationale de Natation (FINA) and the NZ Olympic Committee (NZOC). Swimming NZ also has an active role in the promotion of water safety, learn to swim, education and certification of swimming instructors and swim schools. Swimming New Zealand is a Core member of Water Safety New Zealand.

There are approximately 180 swimming clubs affiliated to 13 independent regional associations. The total membership of clubs is approximately 25,000, of whom, 6,000 are active competitive swimmers. Paralympics New Zealand is currently responsible for competitive para-swimming, although events run by Swimming NZ and its affiliates provide many of the opportunities within New Zealand for para-swimmers to compete.

An Independent Working Group (IWG) undertook an extensive review of the governance and direction of the sport in 2012. The IWG made 21 recommendations aimed at improving the governance and increasing the strategic focus of the sport. The recommendations, together with a new Constitution to assist implement them, were adopted as a whole by the sport and are in the process of being implemented by the Board and management of Swimming NZ.

This document is a draft of the Whole of Sport Plan referred to in Recommendation 10 of the IWG Report and spelt out in Clause 13.2 (a) of Swimming New Zealand's new Constitution.

# Growing and Developing Swimming in New Zealand

## The Vision

To inspire enjoyment, excellence and pride in swimming by all New Zealanders

## The Mission

To grow and strengthen swimming by providing services to the members of Swimming New Zealand, supporters and the general public

## Values

Excellence; Integrity; Accountability; Innovation; Service; Safety

## Key Objectives:

1. **Build the base:** Strengthen swimming at a grassroots level by engaging as many people as possible with swimming
2. **Promote swimming as a sport:** Promote awareness of swimming and inspire participation in swimming at beginner, fitness, recreational and competitive levels
3. **Promote swimming to support other activities:** Promote swimming to build general water confidence and safety and recognise that the development of good technical skills is the foundation for a number of other competitive sports including triathlon, surf lifesaving, water polo and synchronised swimming
4. **Sustain competitive success:** Promote and support the growth and performance of swimming from learn to swim to elite high performance athletes and systematically produce swimmers achieving world class performances at pinnacle events

## Targets

1. An increase in the level of basic swimming skills in primary school aged children. By 2025 every New Zealand child should be able to swim 200m by 10 years of age. (The “200 by 10” target). Progress towards this to be achieved partly through the Swimming NZ educational programmes which includes State Kiwi Swim Safe

	2013	2014	2016	2018	2020
% Schools - Nationally	43.73% -997	49.00% - 1,117	53.07% - 1,210	57.02% - 1,300	61.41% - 1,400
Teachers	7,548	8,728	9,640	10,552	11,532
School Age Participation	194,063	217,420	235,522	253,041	272,500

2. Increase the number of swimming teachers, swimming coaches and swim schools accredited by receiving Swimming New Zealand qualifications

	2013	2014	2016	2018	2020
Swim Teacher Awards	820	837	904	1,000	1,200
National Certificate in Swimming	163	166	180	200	250
Quality Swim Schools	45%	46%	54%	62%	70%

3. The number of New Zealand competitive swimmers and performances at all levels increases consistently

	Best “FINA Points” swim in previous 12 months	Mid-2013	Mid-2016	Mid-2020
Gold	≥700 but <850	50	70	90
Silver	≥550 but <700	500	600	800
Bronze	≥300 but <550	1,000	1,200	1,400
Pounamu	Skills based: Level 1	2,000	2,170	2,245
Paua	Skills based: Level 2	2,450	2,450	2,450
<b>Total</b>		<b>6,000</b>	<b>6,500</b>	<b>7,000</b>

4. The numbers of age group swimmers on the trajectory towards being High Performance swimmers increases and becomes more consistent between years

NEW ZEALAND COMPETITIVE SWIMMERS	High Performance	World LC & OW Ranking 2 per country for LC	Open	Top 8	2013	2016	2020
				Top 12	3	6	8
				Top 16	4	9	12
				<b>Increasing number of NZ Top 16 Performances at WR</b>			
	Emerging Talent	World LC & OW Ranking 2 per country for LC	18 & under	Top 30	2	5	7
				Top 50	4	10	14
				<b>More U18 swimmers performing at World level</b>			
	Pathway	FINA Points	17	F-780/M-750	5	10	15
			16	F-750/M-700	8	15	20
			15	F-700/M-660	7	20	30
			14	F-650/M-550	25	40	50
			13	F-590/M-450	50	70	75
			12	F-480/M-400	79	90	100
					174	245	290
			<b>More swimmers perform through the pathway to Olympic podium</b>				
	Competitive	FINA Points	NZ LC Ranking (Ave FINA Points)	Top 10	696	710	715
				Top 30	608	639	651
				Top 50	562	603	622
				<b>NZ LC Rankings improve in quality and depth</b>			

5. Swimming NZ produces an increasing number of swimming and open water medals and finalists at Olympic Games, Commonwealth Games and FINA Championships

	2013 Worlds	2014 CWG	2015 Worlds	2016 OG	2020 OG
Medals	1	7	1	1	3
Finals (4-8)	2	5	4	5	10
Finals	3	12	5	6	13

6. Swimming NZ is recognised as having one of the leading sustainable programmes in New Zealand for consistently producing high performance swimming and open water results

## **Strategies**

### **1. Learn to swim and community programme**

- a. Increase the number of schools, teachers and pupils involved with the State Kiwi Swim Safe programme
- b. Increase the number of swimming teachers, swimming coaches and swim schools accredited by receiving Swimming New Zealand qualifications
- c. Develop programmes that involve the general public in actively supporting and funding Swimming New Zealand's learn to swim, swimmer development, and High Performance programmes
- d. Provide website based information and apps to facilitate recreational and fitness/health swimmers to locate facilities, design training programmes and record their swimming achievements

### **2. Athlete pathways to Competitive Swimming and High Performance**

- a. Complement the Kiwi Swim Safe programme by pro-actively connecting pupils who show aptitude and interest in swimming with swim schools and Member Clubs to facilitate them becoming involved in competitive swimming
- b. Establish and recognise swimmers reaching various standards of achievement.
- c. For lower levels of achievement the requirements will relate to skills appropriate for development of competitive swimming and the age of the swimmer: strokes; turns; starts; distance swimming; speed swimming; and flexibility and strength exercises
- d. Encourage coaches to develop and maintain up to date Individual Performance Plans (IPPs) to monitor training and performance progress and to promote ownership and accountability among coaches and swimmers
- e. Work with regions to ensure the domestic and international competition programmes provide regular opportunities for swimmers to compete against others of similar or greater ability and progress according to their IPP
- f. Promote opportunities for swimmers and coaches to access the expertise and opportunities they need to develop their full potential
- g. Develop strategies to retain involvement by swimmers with strong prospects of improvement. Especially target retention at stages of a swimmers career when they often drop out e.g. after major competitions or when transitioning between primary, secondary and tertiary levels of education or when going from being a student to work
- h. Create a strong team culture among New Zealand swimmers, coaches, support staff and officials when participating in international events

### **3. Coach development programme**

- a. Establish in collaboration with NZSCTA a coach education and qualification pathway that:
  - i. identifies the requirements and needs of coaches to progress to be High Performance coaches
  - ii. ensures all swimmers acquire the skills, techniques, fitness and strength training appropriate for their stage of physical development and

- iii. supports the targeted increases in competitive swimmers and performances at all levels
- b. Review and integrate the STA programme to provide appropriate steps in the coach education and qualification pathway
- c. Provide recognition and rewards for coaches to pursue higher levels of education, qualifications and performance
- d. Create a culture of continuous improvement, innovation and excellence among coaches

#### **4. Technical Official development programme**

- a. Establish an education and qualification regime for technical officials that supports the domestic and international competition programme
- b. Provide incentives for technical officials to pursue higher levels of education and qualifications, including international training and officiating opportunities
- c. Create a culture of continuous improvement among technical officials

#### **5. Multi-year funding strategy**

- a. Build Sport New Zealand and HP Sport New Zealand's confidence in swimming and financial and other support for it by clearly communicating with them and by fulfilling their expectations through achievements
- b. Develop a strategic approach to the identification, recruitment and retention of Sponsors and funders of Swimming NZ
- c. Maintain close relationships with all current and potential funders so as to understand their objectives in order to be able to better pitch for contributions from them
- d. Seek opportunities to regularly demonstrate to funders how Swimming NZ is meeting its obligations and undertakings to them
- e. Support Regional Associations and Member Clubs to also develop strategic approaches to sponsorship and funding
- f. Seek to diversify funding sources and timing of funding decisions so that by 2020 no more than 20 per cent of revenue, excluding Sport NZ and HP Sport NZ funding, is up for renewal in any twelve month period

#### **6. Multi-year facilities strategy**

- a. Support Regional Associations, Member Clubs, local bodies and iwi to ensure that by 2020 there is at least:
  - i. One pool in the country capable of hosting international events, such as the Oceania Championships: i.e. an indoor 50m x 25m pool of at least 2m depth with timing equipment, modern starting blocks, an associated warm up/down pool and capacity to seat 1,000+ non-swimming spectators
  - ii. Four pools, at least one in each zone, capable of hosting national events, such as: Zonal Championships; the NZ Open Championship; NZ Short Course; Inter-Secondary Schools; NZ Age-Group; NZ Juniors; etc.: i.e. an indoor 50m x 25m or 25m x 25m pool of at least 2.0m depth with timing equipment, modern starting blocks, an associated warm up/down pool and capacity to seat 500+ non-swimming spectators

- iii. Twenty pools spread across the country capable of hosting regional events: i.e. an indoor 25m x 25m or 25m x 16m pool of at least 1.35m depth with timing equipment, modern starting blocks and capacity to seat 100+ non-swimming spectators
    - iv. Access to two open water sites suitable for laying out a 2.5km course in water at least 2m deep and with spectator capacity of 500+. It is preferable that spectators can have an unobstructed view of the whole course
  - b. Work with Regional Associations, Member Clubs, local bodies, private investors, other aquatics sports, including water polo, synchronised swimming, surf and triathlon, gyms and schools to ensure that spread throughout the country there are sufficient facilities and lane space available to support the in-water and dry-land training requirements of competitive swimmers and others requiring access to such space.
  - c. Maintain a database of swimming pools and swimming pool access charges for competitions and the training of competitive swimmers. This will provide hard evidence to support submissions seeking improvements in facilities or terms of access made by Member Clubs, Regional Associations and Swimming NZ
  - d. Maintain a database of new pool proposals and progress in their planning and construction to assist monitoring whether the facilities strategy will be achieved

## **7. Stakeholder Relationship Management programme**

### ***Communications***

- a. Maintain open and honest dialogue with all stakeholders
- b. Develop the use of e-mails and social media to directly communicate with Regional Associations, Member Clubs, coaches, alumni, swimmers and their families, technical officials, funders, sponsors, supporters and other stakeholders
- c. Maintain an effective communications strategy with the general public using the public media
- d. Develop the use of live-streaming over the internet as a principal means of broadcasting swimming. Set audience targets for size and spread for each event live-streamed

### ***Regional Associations and Member Clubs***

- e. Work with Regional Associations to agree annually a small number of Key Performance Indicators (KPIs) that set out the contribution of the region towards the implementation of strategies and the achievement of the Key Objective and Targets of this Whole of Sport Plan
- f. Work with Regional Associations to annually assess their achievements relative to the KPIs agreed with them for the previous year
- g. Support Regional Associations and Member Clubs by providing them with policy templates, assistance with governance and policy issues
- h. Support Regional Associations and Member Clubs by providing them with access to a national database and training in its use. The national database should effectively and efficiently support membership record keeping and the running of competitions and be accessible through the web

- i. An appendix sets out the roles and responsibilities of Swimming NZ, Regional Associations and Member Clubs in relation to governance, operations and management and the whole of sport plan.

***Other aquatics organisations***

- j. Maintain open and honest working relationships and effective governance involvement with Water Safety New Zealand and Aquatics New Zealand
- k. Maintain close liaison over facilities with all groups requiring access to pool and open water space for training and competitions
- l. Maintain active involvement and good relationships with FINA and actively seek effective representation on its Bureau, Committees and Commissions
- m. Work with Paralympics New Zealand to transfer responsibility for competitive para-swimming to Swimming NZ

**8. Commitment to good governance practices**

- a. Operate Swimming New Zealand in accordance with good governance practices
- b. Encourage and facilitate the adoption and maintenance of good governance monitoring, planning and reporting practices across all levels of Swimming New Zealand



## Appendix: Roles and Responsibilities

Swimming NZ	Regional Associations	Member Clubs
<i>Swimming NZ Governance</i>		
<ul style="list-style-type: none"> <li>• Nominate President of Swimming NZ</li> <li>• Appoint Chair and Deputy Chair of Swimming NZ Board</li> <li>• Govern Swimming NZ in accordance with its Constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Nominate and elect two members of the Swimming NZ Appointments Panel</li> <li>• Vote each year for elected members of Swimming NZ Board</li> <li>• Vote each year for President of Swimming NZ</li> <li>• Appoint nominees to attend and vote at General Meetings of Swimming NZ</li> <li>• Vote on proposed changes to Swimming NZ Constitution</li> </ul>	
<i>Regional Association Governance</i>		
<ul style="list-style-type: none"> <li>• Approve changes in Regional Association Constitutions</li> <li>• Provide governance assistance and advice to Regional Associations</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint Chair and Deputy Chair of Regional Association Board</li> <li>• Govern Regional Association in accordance with its Constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Nominate and elect members of Regional Association Board or an Appointments Panel</li> <li>• Appoint nominees to attend and vote at General Meetings of Regional Association</li> <li>• Vote on proposed changes to Regional Association Constitution</li> </ul>
<i>Management &amp; Operations</i>		
<ul style="list-style-type: none"> <li>• Responsible for management of Swimming NZ</li> <li>• Provide management assistance to Regional Associations and Member Clubs (eg membership protection policy, facilities database)</li> <li>• Provide access to and training in the use of a National Database</li> <li>• Support Regional</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for management of Regional Association</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for management of Member Club</li> </ul>

<p><b>Associations and Member Clubs to develop strategic approaches to sponsorship and funding</b></p> <ul style="list-style-type: none"> <li>• <b>Swimming NZ provides dispute resolution and appeals assistance to Regional Associations and Member Clubs</b></li> </ul>		
<b><i>Whole of Sport Plan</i></b>		
<ul style="list-style-type: none"> <li>• <b>Responsible for development and adoption of the plan with the active participation of the sport</b></li> <li>• <b>Agree with Regional Associations their KPIs to contribute to the achievement of the plan</b></li> <li>• <b>Assist Regional Associations to measure their performance relative to their KPIs</b></li> <li>• <b>Responsible for delivery of the whole of sport plan</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Consulted by Swimming NZ on the plan</b></li> <li>• <b>Agree with Swimming NZ its KPIs to contribute to the achievement of the Whole of Sport Plan</b></li> <li>• <b>With assistance from Swimming NZ, measures its performance relative to its KPIs</b></li> <li>• <b>Responsible for delivering relative to its KPIs</b></li> <li>• <b>Agree with Member Clubs their KPIs to contribute to the achievement of the plan</b></li> <li>• <b>Assists Member Clubs to measure their performance relative to their KPIs</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Agree with Regional Association its KPIs to contribute to the achievement of the plan</b></li> <li>• <b>With assistance from Regional Association, measures its performance relative to its KPIs</b></li> <li>• <b>Responsible for delivering relative to its KPIs</b></li> </ul>