



Enrich
and Inspire
Towards 2032



Message from our President

Swimming is the greatest participation sport in Australia, with 5 million active swimmers and you are part of that great community living in the best part of Australia for swimming. Our lifestyle leads Territorians to water and water leads to swimming. We do it in large numbers.

Swimming and Australia are synonymous with each other. Can you imagine an Australia with no swimming...an Olympics with no swimming champions; impossible I say!

Welcome to the latest iteration of the Swimming NT Strategic Plan. This is your strategic plan, setting out the future aspirations for your sport in your Territory.

In developing the plan, I must thank the dedicated and committed members who attended the Swimming NT Incorporated (Swimming NT) workshop conducted by consultants Kinetica. This workshop crystallised the key matters described in this Strategic Plan. I encourage you to cast your eye over the plan – challenge it if you like, take issue, raise it with your club. Importantly, get involved with the community.

The plan itself rightfully follows the format and key issues identified in the Swimming Australia Strategic Plan. Indeed, we are part of a larger community, all committed to building the sport. And building the sport is what we are planning to do...build participation.... build interest... build personal development... and build champions.

To do this we must work in partnership. Our partners are many and varied and I acknowledge them and their valuable support. Some are industry, some are government, and some are just keen supporters. Thanks go to Vorgee, McDonalds, City of Darwin Council and Northern Territory Government.

However, our most important partner is you – you the swimmer, you the coach, you the Board Director and you the busy volunteer. You, everyone of you who contribute in some way to the progress development and capability of the sport. You are the enablers – you get the job done. So thank you for your effort.

Now its time to swim.

Swimming NT has changed and grown in the last 18 months. We welcome on Board the CEO – Ravin Du Plessis as the administration leader and we congratulate him on developing his great team to support your sport.

Garry Lambert, President
Swimming Northern Territory



Message from our CEO

With our Vision to build a community of swimmers, I am pleased to report that Swimming NT is well on the path of executing the strategy 'Enrich & Inspire - Towards 2032'.

Many Strategic plans are easier to write than they are to execute. The new Swimming NT plan has been no different. There are many exciting objectives to accomplish with our new Strategic Initiatives which includes transparency, collaboration and positive relationships with all our stakeholders.

We had to make some structural changes to ensure that our base of support within the organisation is in line with our Strategic model. We began to implement the philosophy of being a not for profit organisation. This meant the introduction of a SWOT analyses – which was the direct result of an evaluation of Swimming NT resources, programming, staffing, finances and partnerships. We used the data of the SWOT analyses and established structures for each of those identified areas focussing on milestones we could achieve with the finances we have in place. In most cases we reallocated and reorganise for the purpose of increasing capacity.

We have redefined our Goals to improve our growth and progress as a Peak Sport Body Organisation. We will strive to:

- Implement systems that create efficiency and productivity
- Restructure our commercial framework and improve our engagement with corporate partners
- Increase opportunity for all Territorians to engage with swimming
- Build participation in swimming at all levels
- Deliver successful benchmark events (BME)
- Build the capacity of our swimming membership

We still have a long way to go and the transitions and changes are not easy, but we have poised to improve our organisation.

We look forward to inspiring the Swimming community in the Northern Territory and reigniting the passion for the sport.



Ravin Du Plessis
Chief Executive Officer
Swimming Northern Territory



There are two goals central to this strategy – to win when it matters, and to build the community.

The Territory's number 1 participation sport

THE SPORT of the NT



Swimming NT has been bringing communities together for **45 years**

640
Members

With **7 clubs**, servicing over **640 members**

50k

Active swimmers



Expanding into every corner of NT including **Nhulunbuy & Alice Springs** and helping Territorian children participate through the use of the remote **sport voucher program**

ARAFURA games success



102
Medals won



77+
International attendee's



1,000+
Spectators



12
Multiclass events

"The Territory Labor Government is bringing back the Arafura Games to create opportunities and jobs for Territorians.."

– Natasha Fyles Minister for Arafura Games 2019

Many people. One aspiration.



A message from Swimming Australia CEO, Leigh Russell

Australia and all of its people have long had a great love affair with swimming.

Australia's modern Olympic flame was ignited in Paris in 1900 by Swimming and our sporting glory has continued to be fuelled by our swimming success ever since, as **the most successful Australian team in Olympic history**.

Whether it was Murray Rose or Dawn Fraser, Susie "Madam Butterfly" O'Neill, Ian Thorpe streaming down lane four, a nation holding its breath to will home Kieren Perkins in the 1500m, our magnificent relay teams taking it to the United States, or the excitement of watching the Campbell sisters compete, **our swimming superstars have been our national heroes**. Performing when it matters, and building a community of passionate fans across the country.

We have made this sport our own and we have taken our brand of swimming to the world, second only to the United States in total medal count in the pool. Suffice to say historically we have punched well above our weight and have rightfully been a **lasting source of national pride**.

But it's not just every two or four years on the international stage where our love affair with this sport is on show. Every day, at pools, beaches and surf clubs throughout Australia you'll find the young, young at heart, the dedicated and determined. This is our community.

At Swimming Australia, our vision is simple. To enrich and inspire the nation.

There are **5 million of us across the country swimming who swim annually**. It is Australia's number one sport, with swimmers meeting every week to take on the clock, their teammates, or their local rivals. This is our source of territory pride.

At Swimming Australia, our vision is simple. **To enrich and inspire the nation.**

As the governing body for Australia's number one sport, our challenge is to continue to strive to be the best we can be on behalf of our community. For every child learning to swim, the aspiring young athletes, the volunteers, the coaches, the parents, those who have followed the black line for decades, and our elite team of Dolphins.

Together with our dedicated partners, we are building our community and we will perform when it matters – bringing 24.4 million Aussies with us. We are focused, unified, and determined. We are building a culture of courage and capability, with a fierce dedication to finding new and powerful ways to engage with and connect to our ever changing community. **For the greater good of our sport, always.**

**Because that's Swimming, Australia.
And that's Swimming, Northern Territory.**



Our operating context



Participation Landscape

People are increasingly time poor with limited budgets and are being offered new forms of sport, recreation and entertainment. The Territory's widespread communities also contribute to the challenge of attracting and retaining participants.



Sport Sustainability

Viability and the performance of sport is under threat from declining volunteering, funding shifts, product relevance and governance capability and capacity.



Partnerships

Strategic partnerships are vital as sport continues to strengthen our value proposition to our communities. New organisational forms and capabilities are required to create innovative approaches to delivering sport and value to partners. This includes the need to collaborate more strongly with complementary sports.



Consumer Connection

Building a relationship with a transient population and a connection in communities where clubs do not exist are key challenges facing the territory. Technology and social media are driving fan expectations. Positive engagement through emerging platforms and meeting fans where they are at, not where we have traditionally expected them to be, is vital to remain relevant and enhance the fan experience. Digital connectivity is changing the way, and the speed, at which we communicate.



High Performance

International success is becoming harder to achieve as other countries invest more in elite sport. Opportunities to drive high performance outcomes are around building capability and capacity of athletes, coaches, and staff.

Our vision

To enrich and inspire the Territory

Through this plan, we will:

1. Connect and strengthen the community;
2. Enrich the lives of Territorians;
3. Be in control of our destiny;
4. Instil the pride in our history, and excitement for our future;
5. Get ahead of the game to win.

Our values and leadership principles

We build our trust account through:



Courage

We are committed to having the **CRUCIAL** conversations.

We are **BOLD, DECISIVE** and **RESILIENT**.



Unity

We act with **HONESTY, AUTHENTICITY, and TRANSPARENCY**.

We are **PROUD** and **INCLUSIVE**.

We collaborate with **PURPOSE**.



Excellence

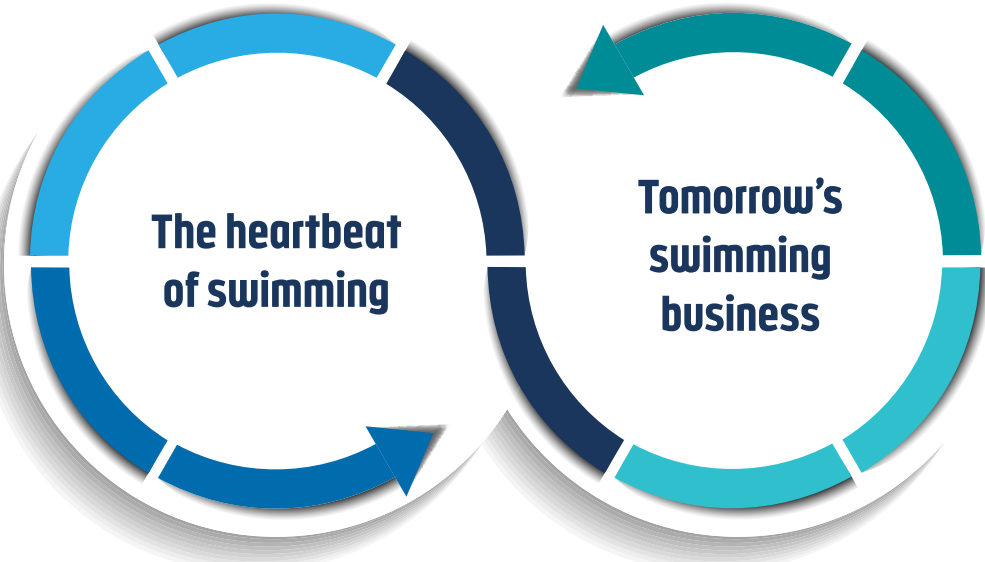
We do as we say.

We are **PROFESSIONAL** and **RESPECTFUL** in all that we do.

We adopt a **GROWTH** mindset.

Our strategic approach

Developing both swimming 'engines' for the future.



Engine 1 The heartbeat of swimming

Central to swimming success are the people that make the sport happen – athletes, coaches and technical officials / volunteers.

Critically, not only do we need to provide opportunity to develop our people through our programs and events that foster great performance and a thriving swimming community, but seek new experiences and programs that will ensure our growth in the future. What we do in this engine room will enhance our traditional offerings and develop our passionate community.

Engine 2 Tomorrow's swimming business

Paying attention to our operating context, it is clear the role of the national federation is quickly changing.

Responding with agility to commercial opportunity, developing, testing and scaling new products, creating a picture of national swimming impact in our communities, leveraging the sum of our collective strengths and preparing our workforce for the future is this engine room.

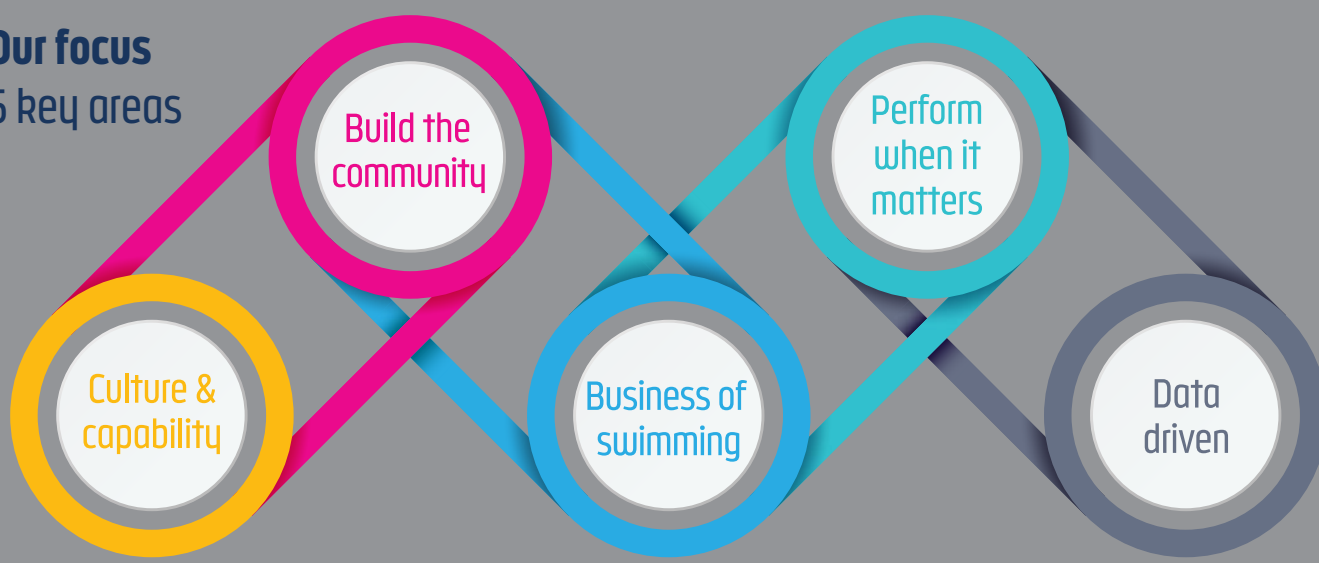
Both engines serve to enrich and inspire

Together, Swimming Australia and its member organisations recognise the important roles that both engines have to play, with the relevant state/territory body leading on addressing Engine 1 and the national body needing to take the lead on Engine 2.

Our strategic framework

Our vision **To enrich and inspire the Territory**

Our focus 5 key areas



Our foundation Mission critical to drive success

The heartbeat of swimming | Tomorrow's swimming business

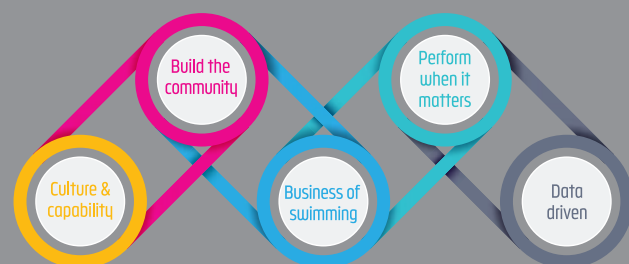
Our Values on **CUE** – **C**ourage. **U**nity. **E**xcellence.

Leadership



Our focus

5 key areas



Build the community

Connect, engage and drive value

The opportunity is enormous to connect our customers, fans and consumers. Swimming plays a significant role in many Territorian's lives, with our community having a strong relationship with water. The community is already there – we want to find ways to powerfully engage and drive value. Changing demographics and sport being increasingly viewed as entertainment, provides a platform to develop new products and to enable swimming as a traditional sport to remain relevant. Expectations and how the consumer engages with sport is changing and a new world is in front of us.



Perform when it matters

Performance driven, coach led, athlete focused and expert supported

Australia's and the Northern Territory's high performance system has continued to develop and adapt to the ever-improving international standards set at Benchmark Events (BME). The environment is changing. It's getting more challenging to win on the world stage, as evidenced by the fact that the average number of countries winning medals has increased. We want to enhance the capability of coaches, officials and swimmers striving for international success through a sustainable, simple and driven high performance system.



Culture & Capability

Shaping our success

Critical for us is to create a focus on people, and build a mature culture that will provide a successful platform across the business. We want to make the most of the biggest asset any sport has – its people – to drive our strategies, and to engage and influence the swimming community and sport industry. To do this, we need to develop and nurture talent and provide opportunities for people to do the best work of their life.



Business of swimming

The foundations – Infrastructure and support to excel

Sport sustainability relies on effective, modern, agile systems and structures, recognising future requirements and continuous improvement. The Business of swimming needs to provide support for the community to excel. Strong relationships, effective decision making, and building organisational capability is crucial to future sport success, alongside increasing the capacity of a lean team to succeed.



Data driven

Intelligent decision making and enabling business growth

Understanding and responding to the changing needs of our customers, fans and consumers, alongside responding to change in the sector requires a strong evidence base, and the ability to intelligently use new insights and analytics. We want to translate data into meaningful action, clear decision making and a competitive advantage.

Our 2020–2022 priorities



Build the community

- Establish lasting connections with the recreation swimming community and increase opportunity for Territorians to engage with swimming
- Increase reach through isolated communities and connect regions to form 'hubs' with associated facilities and support
- Build participation in swimming at all levels – juniors through to masters, coaches and officials
- Develop membership (both traditional and modernised options) and a strong fan base for the Dolphins
- Develop partnerships with the Learn To Swim industry to increase impact
- Modernise swimming's shopfront and communications
- Develop an integrated, modern approach to media and communications
- Establish strong alumni / role model connection
- Leverage Tokyo 2021 with a campaign that unites our industry



Perform when it matters

- Deliver successful benchmark events (BME) including leveraging success of historical events as support
- Accelerate athlete, coach and system progression
- Strengthen connections throughout Asia
- Deliver specialised camps for Territory athletes



Culture & capability

- Build and develop athlete leaders
- Strengthen relationships with our team overcoming the challenge of distance
- Deliver a best practice athlete wellbeing and engagement framework
- Prepare athletes for podium success
- Make coaching development and retainment a key priority across pathway and performance
- Build the capacity of our swimming workforce
- Support and develop our technical officials
- Instil through appropriate processes a culture of accountability across all elements of the sport in regard to adherence to the core values of the organisation



Business of swimming

- Get ahead of the game in governance and shared services of our sport
- Explore contemporary new event concepts
- Restructure our commercial framework and way we work with corporate partners and engage complementary sports
- Map investment and resources in High Performance Programs to influence optimum service and support
- Implement systems that create efficiency and productivity



Data driven

- Co-ordinate with Swimming Australia to support the development of technology that assists coaches and athletes
- Implement for NT the first national Customer Relationship Management System for swimming
- Collaboratively Identify how a data driven approach can create efficiency and amplify reach for swimming
- Better leverage customer and consumer insights



**“For the
greater
good of
our sport –
always”**