

2023-2027

# STRATEGIC PLAN



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## ACKNOWLEDGEMENT OF COUNTRY

The South West Academy of Sport (SWAS) acknowledge the Australian Aboriginal and Torres Strait Islander people of this nation and their ancestors and elders, past, present and those who are emerging. We respectfully acknowledge the traditional custodians of the lands on which we live, play and work.

We take the time to reflect on the significant contribution that Aboriginal and Torres Strait Islander people have made in the sporting arena, that has both empowered and inspired change for a more inclusive and unified future for Australia.



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# INTRODUCTION

South West Academy of Sport (SWAS) is the peak sporting academy for the south west of Victoria and is one of the six Victorian Regional Academies of Sport (VRAS) who provide vital support services to aspiring regional athletes.

SWAS supports developing, emerging and talented athletes to progress in their sporting pathway through the delivery of off-field services and education aligned with the Victorian Institute of Sport.

These services are delivered in a regional context on behalf of our sporting partners using the state and national frameworks that underpin preparation for sporting success.

This strategic plan is a snapshot of where we currently are and where we want to be in the future. We recognise global factors of influence as well as opportunities for our athletes to succeed. Whether they reach the pinnacle of their sport or not, all South West Academy of Sport athletes deserve the opportunity to achieve their best.

# SPORT IN SOUTH WEST VICTORIA

The south west region of Victoria covers five Local Government Areas (LGAs) of Corangamite, Glenelg, Southern Grampians, Moyne and Warrnambool and play host to a variety of sports that feed into SWAS. The population of >105,000 is expected to have increased further with the onset of the COVID- 19 pandemic and a trend for people to work remotely, making lifestyle choices to relocate to regional areas more attractive.

According to VicHealth commissioned research Sport-Participation Research Summary 2019, sport participation rates are higher in regional Victoria (17%) compared to metropolitan Melbourne (12%) and the strongest increases in participation rates occur in regional Victoria. Despite this, access to Emerging Talent Pathways and coaches is more pronounced in metropolitan areas, further demonstrating the pivotal role that SWAS plays in the sporting landscape.

Population statistics (approximate age distribution):

LGA	TOTAL POPULATION	ADOLESCENTS
Glenelg Shire	20,056	1,369*
Southern Grampians Shire	16,488	1,240*
Warrnambool City	35,607	4,371^
Moyne Shire	17,374	2,289^
Corangamite Shire	16,115	1,982^
<b>TOTAL</b>	<b>105,640</b>	<b>11,251</b>

The annual SWAS membership equates to < 1% of approximately 11,000 young people.  
\*12-17 year olds      ^10-19 year olds





## OUR VISION

To be the home of emerging, developing, and talented athletes in south west Victoria.

Our vision will be realised through the following guiding principles;



### - TALENT IDENTIFICATION:

Top performing and emerging youth athletes from the region are SWAS athletes



### - ATHLETE PREPAREDNESS:

High Performance training philosophies and practices underpin SWAS programming



### - PATHWAY PROGRESSION:

SWAS programming supports athletes to progress in their sporting pathway

## OUR VALUES

Our SWAS Team is built upon the potential of young people, their sporting dreams, and those who support them to make it happen.

We treat each other with respect, honesty, and integrity, and we celebrate the diverse cultures, experiences, and ideas that contribute to developing successful people.

## STRATEGIC PILLARS OF PROGRESS

The fundamental priority areas of the strategic plan form the Strategic Pillars. Under each Pillar, there are identified strategies, and tactical measures to assist SWAS staff and Board members to monitor the progression and achievement of these objectives.



### Financial Security:

The SWAS business model allows for innovation and growth to fund our future operations.



### Program Evolution:

SWAS programming reflects trends and changes to the high-performance environment.



### Promoting Performance:

SWAS is synonymous with developing emerging and talented athletes.



### Collective Knowledge:

SWAS fosters a culture of sharing knowledge and development of our community.

# IMPLEMENTATION

## 1.0 FINANCIAL SECURITY

*The SWAS business model allows for innovation and growth to fund our future operations.*

Key Strategy: Stability - Be well-resourced and governed to secure the financial future and growth of the Academy

YEAR	Strategies	Tactical Measures
1 (2023)	<p>Business Model Assessment: Assess existing models of business operation and program delivery against alternatives.</p> <p>Business Model Implementation:</p>	<p>Research, cost, and assess risk of alternate program structure and required business operations to support program delivery. Consider best athlete outcomes and scholarship levels (eg. FTEM) Deliver a report to the Board.</p> <p>Develop corresponding Business Plan and Financial Plan (including Sponsorship Plan) and Marketing Plans.</p>
2 (2024)	Invest in People and Relationships:	<p>Develop meaningful and fruitful Partnerships (SSAs, Councils) Advocate to SRV/VIS to maintain/increase funding Recruit the right people to the SWAS Board, staff and as coaches</p>
3 (2025)	Review and Correction:	<p>Review progression and outcomes to date Review Financial Plan in line with Business Plan</p>
4	<p>Investigate business case for SWAS High Performance Centre:</p> <p>Review and Correction:</p>	<p>Research viability of SWAS HP centre (location, usability, running costs, funding costs)</p> <p>Review progression and outcomes to date Review Financial Plan in line with Business Plan</p>
5	Review and Correction:	<p>Develop Business case for SWAS HP Centre Review progression and outcomes to date Review Financial Plan in line with Business Plan</p>



## 2.0 PROGRAM EVOLUTION

SWAS programming reflects trends and changes to the high-performance environment.

Key Strategy: Innovation - Provide a product that is highly valued and current with emerging practices

YEAR	Strategies	Tactical Measures
1 (2023)	<p>SWAS is a leading source of sporting knowledge:</p> <p>SWAS Programming reflects key elements of High-Performance practices:</p> <p>Review SWAS delivery and offering:</p>	<p>Develop accessible resources (Online Member portal) Review existing resources and replace/remove out-dated resources to ensure SWAS only presents accurate and current information. Establish University partnerships (eg. Access sport science journals) Utilise others expertise.</p> <p>Research emerging trends of High Performance. Consider the use of University Students. Consider utilising Artificial Intelligence to build SWAS programming.</p> <p>SWAS Grading/Performance Review against established criteria for delivery of high-performance programs</p>
2 (2024)	<p>SWAS is a leading source of sporting knowledge:</p> <p>SWAS Programming reflects key elements of High-Performance practices:</p> <p>Review SWAS programming, delivery and accessibility:</p>	<p>Key changes to HP practices are highlighted annually Provide access for athletes and coaches to leading experts</p> <p>Alignment to VIS Partnership with University education provider/researchers Investigate differentiated program delivery – athlete centred approach Sport Data – info for athletes and coaches – access for athletes and coaches Review of Emerging trends of HP/Elite</p> <p>Assessment of value of SWAS. High-Performance experiences. Athlete management systems. Greater investment (not necessarily finances) from SSAs etc into their athletes. Establish Criteria for Assessment of applicants. Consider accessibility of SWAS programming for ParaAthletes, Indigenous Athletes, Low Socio-Economic Athletes.</p>

## 2.0 PROGRAM EVOLUTION

YEAR	Strategies	Tactical Measures
3 (2025)	SWAS is a leading source of sporting knowledge:	Broadening education delivery beyond SWAS athletes. Develop a coach / staff / parent PD framework. Capitalise on School Academy/Sport offerings to position SWAS as a leader of sporting knowledge.
4	SWAS Programming reflects key elements of High-Performance practices:	Review of Emerging trends of HP/Elite
5	SWAS Programming reflects key elements of High-Performance practices:	Review of Emerging trends of HP/Elite



### 3.0 PROMOTING PERFORMANCE

SWAS is synonymous with developing emerging and talented athletes.

Key Strategy: Recognition - Share the successes of our athletes as they progress in their sporting pathway.

YEAR	Strategies	Tactical Measures
1 (2023)	<p>SWAS is synonymous with sporting excellence:</p> <p>Enhance relationships with traditional media:</p> <p>Talent ID search program is developed and launched:</p>	<p>Develop a style guide for consistent communication across the organisation.</p> <p>Promote the performance of any local athlete achieving at a high level in addition to SWAS athletes.</p> <p>Actively seek support and interaction from journalists, editors and managers to support the SWAS objectives.</p> <p>Process for athlete talent identification is developed and implemented.</p> <p>Process for athlete recruitment and engagement is developed and implemented.</p> <p>Actively conduct talent ID search throughout the region.</p> <p>Key considerations for athlete retainment is developed and implemented.</p>
2 (2024)	<p>SWAS is synonymous with sporting excellence:</p> <p>Develop a marketing, communications and branding strategy:</p> <p>Develop a strategy to foster stronger partnerships with schools:</p>	<p>SWAS Membership is desirable and provides “status”. This may be determined through parent/athlete surveys.</p> <p>Tailored to prospective athletes and their key influencers.</p> <p>Seek inclusion in Sport Coordinator network and School Sport Victoria competitions, or develop one.</p>
3 (2025)	<p>SWAS is synonymous with sporting excellence:</p>	<p>Develop engagement strategy to retain interest and input from former SWAS athletes (eg. Alumni Project).</p> <p>Engage with Universities to undertake research to establish process.</p> <p>Ensure all coaches are reputable.</p>
4	<p>SWAS has current or former SWAS athletes competing at the Commonwealth Games.</p>	<p>Follow the pathway progression of athletes and promote the role that SWAS has played.</p>
5	<p>SWAS is synonymous with sporting excellence:</p>	<p>Elite coaches and presenters were previously involved in SWAS.</p>



## 4.0 COLLECTIVE KNOWLEDGE:

SWAS fosters a culture of sharing knowledge and development of our community.

Key Strategy: Engagement - Actively work to develop opportunities for people in our community.

YEAR	Strategies	Tactical Measures
1 (2023)	<p>Actively engage in the south west Victoria community:</p> <p>Develop online resources for athletes, coaches and parents:</p>	<p>Release the Strategic Plan</p> <p>Accept invitations to participate in SSA networks, School networks, and with LGAs, SW VIC clubs/associations/regional bodies/Coaches</p> <p>Develop accessible resources (Online Member portal)</p>
2 (2024)	<p>Foster a culture of sharing knowledge and development of our community:</p> <p>Develop a south west High-Performance Network:</p> <p>Act as a conduit for sharing of knowledge:</p>	<p>Establish a network to enable Professional Development opportunities</p> <p>Explore viability to host Sport Conferences – eg. Coaches / Medical, online resources for athletes/coaches</p>
3 (2025)	<p>Foster a culture of sharing knowledge and development of our community:</p>	<p>Re-establish a service referral network for athletes and the sporting community</p> <p>Develop a mentoring program for Coaches</p>
4	<p>SWAS recruits the right people:</p>	<p>SWAS personnel are reputable/knowledgeable/experienced providers/coaches/presenters/staff and Board, who HR, Childsafe, Reputation, Experience</p>
5	<p>Foster a culture of sharing knowledge and development of our community:</p>	<p>Draw on the knowledge and experience of people in the SWAS network, including the VIS and VRAS, as well as local people.</p>



## APPENDIX 1.1 STRATEGIES OF INFLUENCE: State & National Strategies

SWAS Pillars > Strategies v	Financial	Programming	Promotion	Knowledge	Other	Vision/Motto
Victorian Institute of Sport 2021-2024 Strategic Plan		Drive high performance outcomes with sports, stay ahead of the game	Tell our story			Victorians are proud and inspired by our national and international sporting success  Success in Sport and Life
National High Performance Sport Strategy 2024 (NHPSS)		Achieving Sporting Excellence  World-Leading System	Pride and Inspiration	Safe guard the integrity of sport  Strengthen Australia's sport industry	Build a more active Australia  Podium Success	National pride and inspiration through international sporting success
VIS /SRV funding "Measures of Success"		Athlete Education Strength & Conditioning, MSK				
Victorian Government's Active Victoria,	Good Governance	High Performance Events  To deliver an enduring legacy for Victoria through sport and active recreation we will: · see a network of world-leading major stadia, state facilities and high-performance pathways to underpin the high-performance system · support growth through Victoria's sports event market		Sector Capability  Success in building value means that we will: · grow and retain a workforce (paid and unpaid) in sport and active recreation achieve and maintain greater diversity in sport and active recreation leadership	Sustained participation Infrastructure  By connecting communities through sport and active recreation we want to: · see an increase in all Victorian adult and children's participation rates in sport and active recreation · improve access to community sport and active recreation infrastructure across Victorian communities	To build a thriving, inclusive and connected sport and active recreation sector that benefits all Victorians.
VRAS Strategic Plan 2021-2025.	Governance & Administration	Emerging Talent Pathways Programs Education & Leadership	Marketing & Communications	Sports & Partnerships		
High Performance 2032 Plan		World-leading knowledge and practice; Using world-leading innovation, knowledge and practice to ensure our athletes, coaches and performance support work as high functioning performance teams.		Outstanding people and organisations; Building highly capable organisations that attract, develop and retain diverse talent and maximise human potential across the High Performance workforce.		We win well to inspire Australians.

## APPENDIX 1.2 STRATEGIES OF INFLUENCE: Local Strategies

SWAS Pillars > Strategies v	Financial	Programming	Promotion	Knowledge	Other	Vision/Motto
Warrnambool City Council – Active Warrnambool Strategy	Increased evidence base for decision making, investment and to maximise efficiencies (through the review and development of plans, policies and management practices/systems).	Increased participation by females, and other under-represented groups, in all aspects of sport, recreation and physical activity			Increased participation opportunities for everyone, Sustainable clubs and organisations, Maximised and best use of facilities, places and spaces, Renewed and redeveloped existing facilities, places and spaces to maximise physical activity opportunities	The purpose of the Strategy is to increase the regular participation in sport, active recreation and physical activity by everyone in the community, in order to take advantage of the benefits of sport and recreation such as physical fitness, reduced risk of chronic illnesses and improved mental wellbeing.
Moyne Shire Recreation Plan		Support an active and healthy community. Encourage and assist communities to adopt a 'self- help' approach to local advancement. Council services and programs are responsive to the changing needs and expectations of the community.	Enhance the quality of resident's lives by facilitating and encouraging healthy lifestyles.			Moyne – a safe, vibrant, liveable and prosperous community.
Corangamite Shire Recreation and Open Space Strategy	Building strong and supportive partnerships between Council and other bodies involved in sport, recreation and open space provision.	Increasing participation in sport and recreation. Providing high quality, optimally used, sustainable sport and recreation facilities and open spaces.				Sport and recreation opportunities in Corangamite will be diverse and encourage residents of all ages to be active and healthy. Visitors will be attracted to the Shire to participate in these opportunities.
Southern Grampians Shire Recreation Plan	Health & Wellbeing and Participation in Physical Activity Partnerships	Facility provision and upgrade Maximising facility usage		Training and Development		
Active Your Way Glenelg Shire Sport and Active Recreation Plan	Develop an evidence base to inform Council's future investment in sport and active recreation programs and facilities	Increase the physical activity level of Glenelg Shire residents to achieve better health and wellbeing outcomes. Improve opportunities to participate in active recreation and sporting activities within the Shire				



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	Simon Illingworth



**SWAS.**

**SOUTH WEST  
ACADEMY OF SPORT**

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