

South West Academy of Sport Strategic Plan 2018-2022



WE CREATE PATHWAYS TO HIGH PERFORMANCE
SPORT THROUGH EDUCATIONAL AND PERSONAL
DEVELOPMENT OPPORTUNITIES.

WE ENHANCE THE QUALITY OF COACHING
AND SUPPORT SERVICES.

WE PROVIDE A NURTURING AND TEAM ENVIRONMENT
TO SUPPORT SPORTING EXCELLENCE.

WE DEVELOP NETWORKS FOR PROMOTION
AND LEADERSHIP.

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Introduction

South West Academy of Sport (SWAS) is the peak sporting body of the South West Victoria, delivering high performance services and education for aspiring athletes and providing direct pathways for sporting success.

Our Mission

Supporting aspiring athletes and coaches across the South West region to achieve sporting excellence.

Our Vision

Regional talented athletes achieving excellence in sport and life

Our Values

Sportsmanship

Leadership

Access and Equity

Professionalism

Integrity

Strategic Pillars

The Strategic Plan identifies SWAS's fundamental priority areas for the next four years. These priorities have formed the Strategic Pillars.

Under each Pillar, there are identified objectives and strategies to guide SWAS staff and board members over the next four years, and performance measures to assist in monitoring how well SWAS is achieving these objectives.

1. **PEOPLE:** Have quality people, systems and processes conducive to an environment of excellence
2. **COLLABORATION:** Develop strategic partnerships with identified external organisations
3. **FINANCE & RESOURCES:** Annual budget is to be set by the Board and a funding strategy is developed to include income from government, trusts and businesses
4. **SERVICES & PROGRAMS:** Maintain and facilitate the development of sports infrastructure and high performance sports programs
5. **BRANDING:** Be recognised within the region and sector as a leader in elite athlete and coach development



Objectives and Strategies

People

Have quality people, systems and processes conducive to an environment of excellence.

Objectives	Strategies
1.1 Create an environment that supports committed and skilled staff	1.1.1 Plan for and develop the future skills that will be required to deliver our services and programs 1.1.2 Recognise and reward high performing staff and innovation 1.1.3 Develop an organisational culture that values those in the workplace
1.2 Engage with talented athletes throughout the region	1.2.1 Develop clear talent identification and nomination processes for athletes 1.2.2 Encourage and promote accountability 1.2.3 Support and advocate for each athlete in their sporting pathway
1.3. Create opportunities for emerging coaches and officials	1.3.1 Develop clear identification and nomination process for coaches 1.3.2 Formulate greater opportunities for coach advancement
1.4 Volunteers	1.4.1 Seek and use opportunities to engage with volunteers

Collaboration

Develop strategic partnerships with identified external organisations

Objectives	Strategies
2.1 Build and enhance stakeholder relationships	2.1.1 Enhance communication, collaboration and recognition of current relationships
2.2 Create new Partnerships opportunities	2.2.1 Develop new partnerships and partnership models 2.2.2 Investigate opportunities to create additional key stakeholders
2.3 Manage and maintain relationships with funding partners	2.3.1 Manage and further develop relationships with existing stakeholders 2.3.2 Ensure we are meeting funding partner requirements

Finance and Governance

Annual budget is to be set by the Board and a funding strategy is developed to include income from government, trusts and businesses.

Objectives	Strategies
3.1 Provide transparent and responsible governance	3.1.1 Ensure responsible, efficient and effective use of SWAS resources 3.1.2 Strengthen SWAS internal auditing processes and procedures 3.1.3 Safeguard compliance with SWAS constitution and best practice policies 3.1.4 Review existing policies and guidelines
3.2 Increase long term sustainability	3.2.1 Identify and secure alternative funding opportunities to create long term sustainability 3.2.2 Development of annual business plans
3.3 Reduce organisational risks	3.3.1 Identification and management of potential organisational risks

Services and Programs

Maintain and facilitate the development of sports infrastructure and high performance sports programs

Objectives	Strategies
4.1 Maintain at minimum current service provision	4.1.1 Review participation and service levels
4.2 Develop new innovative service delivery	4.2.1 Liaise with and partner where appropriate with other service providers 4.2.2 Utilise technology where possible to increase services 4.2.3 Investigate opportunities to enhance SWAS capabilities
4.3 Prioritise organisational direction	4.3.1 Take direction from VIS on the sport programs we provide 4.3.2 Determine our program/ service priorities 4.3.3 Identify and capitalise on SW region capabilities

Branding

Be recognised within the region and sector as a leader in elite athlete and coach development

Objectives	Strategies
5.1 Efficient advocacy of brand	<p>5.1.1 Development of a branding strategy including an Athlete ambassador program.</p> <p>5.1.2 Development of branding confidence and pride</p>
5.2 Increase the community profile of SWAS	<p>5.2.1 Communicate effectively with the wider community to promote understanding of SWAS role and responsibilities</p> <p>5.2.2 Partner with services and agencies in media to promote athletes, coaches and SWAS programs</p> <p>5.2.3 Actively promote the SWAS brand into key markets and empower athletes and coaches to promote the brand</p> <p>5.2.4 Create a visual and active presence within the SW region</p>
5.3 Increase the recognition of SWAS as a High Performance sporting pathway	<p>5.3.1 Develop initiatives to maximise brand usage in high performance setting/ competitions</p> <p>5.3.2 Target opportunities to promote success of past and current SWAS athletes and coaches</p>



40 SPORTING EVENTS
ORGANISED ACROSS
5 LOCAL GOVERNMENT
MUNICIPALITIES IN SOUTH WEST VICTORIA

OVER 300 COACHING AND SUPPORT SESSIONS
DELIVERED TO MORE THAN 80 ATHLETES OVER
18 DIFFERENT SPORTS

6 ATHLETES
COMPETED AT THE WORLD
CHAMPIONSHIPS RESULTING IN
4 MEDALS



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