



# AUSTSWIM Strategic Plan January 2014 – December 2017



## AUSTSWIM Vision

*Safe enjoyment of aquatic environments*

## AUSTSWIM Mission

*Excellence in Aquatic Education and Accreditation*

## AUSTSWIM Values

Our values will form the basis for our individual, team and organisational attitudes, behaviour and work at AUSTSWIM.

- P** Passion We will engage and communicate with our stakeholders with passion and purpose
- R** Respect We will respect the rights and responsibilities of each individual, organisation and community
- I** Integrity We will operate with integrity and honesty in what we say and what we do
- D** Dedicated Dedicated to the highest quality of teaching swimming and water safety and to the cause of saving lives through drowning prevention
- E** Excellence Excellence in every part of our services and operations. We will conduct ourselves honestly and transparently, building trusting and mutually beneficial relationships



### Strategic Initiative One: Governance, Leadership & Management

*The board will be governing the organisation and management will be managing AUSTSWIM, a partnership in leadership and management that will enable us to continually drive and deliver the vision, mission, values, core business, strategic initiatives and our strategies.*

#### Measures of Success:

- Results of annual board self assessments and strategic review and planning workshops.
- Cumulative results and trends of annual stakeholder satisfaction surveys (board, management and staff).

### Strategic Initiative Four: Standards, Training, Accreditation & Registration

*The AUSTSWIM Swimming and Water Safety Standards will be the national/international benchmark against which all teachers and presenters of swimming and water safety are accredited and registered.*

#### Measures of Success:

- AUSTSWIM Swimming and Water Safety Standards developed, registered and acknowledged by Commonwealth, State, Local and International Governments, the Aquatic Industry and AUSTSWIM stakeholders as the national and international standard.
- AUSTSWIM Swimming and Water Safety Standards linked to the Australian Swimming and Water Safety Act or similar international legislation.

### Strategic Initiative Two: Product & Service Development & Delivery

*AUSTSWIM will consistently seek out new ideas, information and opportunities that will ensure its future products and services have currency and relevance and support the position that AUSTSWIM is the national and international standard for the teaching of swimming and water safety.*

#### Measures of Success:

- Teacher and presenter training, accreditation and registration annual targets achieved within agreed timeframes and parameters.
- AUSTSWIM products meet or exceed annual sales targets and timeframes.

### Strategic Initiative Five: Research, Development & Education

*Research and development will be driven by the AUSTSWIM spirit of innovation, creativity and entrepreneurship that will continue to enable the organisation to develop, grow and prosper in line with its various strategic initiatives and strategies contained in the Strategic Plan.*

#### Measures of Success:

- Cumulative results and trends of annual profit and loss statements and balance sheet statements.
- Results and outcomes of specific projects and initiatives that have been approved by the board via a feasibility study or business plan.

### Strategic Initiative Three: Brand, Image & Position

*AUSTSWIM will be widely known and acknowledged throughout Australia, partnering countries and emerging international markets as the national and international standard in the teaching of swimming and water safety; a proposition that will be promoted to customers and stakeholders through the AUSTSWIM Platypus Strategy.*

#### Measures of Success:

- Cumulative results and trends of independent third party Annual Market Recognition Surveys.
- The AUSTSWIM Platypus on every pool deck and every pool door throughout Australia and partnered countries of the world.

### Strategic Initiative Six: Community, Economic & Regional Development & Sustainability

*AUSTSWIM will continue to ensure:*

- current and future customers have access to AUSTSWIM's products and services
- it is viable, sustainable and profitable, able to fund its vision, strategies and projects
- it contributes to the regional development of national and international communities, cities and towns in which it operates.

#### Measures of Success:

- Cumulative results and trends of annual profit and loss statements and balance sheet statements.
- Results of AUSTSWIM's annual social, economic and regional Impact Statement.



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## Strategic Initiative One: Governance, Leadership & Management

*The board will be governing the organisation and management will be managing AUSTSWIM, a partnership in leadership and management that will enable us to continually drive and deliver the vision, mission, values, core business, strategic initiatives and our strategies.*

Strategies	Measures of Success	Who/Timeframe
<p><b>1.1 Governance System Strategy</b></p> <p>In light of ACNC/NFP reforms and the new NFP Governance Standard, continue to customise, implement and enable Directors to use the AUSTSWIM Governance System, principles, policies, procedures, documents and tools to undertake their work.</p>	<ul style="list-style-type: none"> <li>AUSTSWIM meets or exceeds ACNC legislation and the NFP Governance Standards.</li> </ul>	<p>Board, Chief Executive Officer By End Dec 2014</p>
<p><b>1.2 Succession Planning Strategy</b></p> <p>Ensure the AUSTSWIM Board has Directors who have the necessary skills, knowledge and experience to govern AUSTSWIM by:</p> <ul style="list-style-type: none"> <li>annually developing and implementing a Board Succession Plan</li> <li>using the AUSTSWIM Board Skills Matrix and the associated governance succession policy and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Cumulative results and trends of annual Board self assessments.</li> </ul>	<p>Board Annually</p>
<p><b>1.3 Professional Development Strategy</b></p> <p>Continue to build the governance and leadership capacity and capability of individual Directors through the development and implementation of an annual Board Professional Development Strategy.</p>	<ul style="list-style-type: none"> <li>Cumulative results and trends of annual Board self assessments.</li> </ul>	<p>Board Annually</p>
<p><b>1.4 e-Boardroom Strategy</b></p> <p>In light of NFP reforms and the new NFP Governance Standard continue to enhance the capacity, capability and knowledge of the Board and Chief Executive Officer via updated available resources and use of an e-Boardroom.</p>	<ul style="list-style-type: none"> <li>e-Boardroom project delivered on time, within budget and to required project specifications.</li> </ul>	<p>Chief Executive Officer, General Manager Accreditation &amp; Compliance By End June 2014</p>
<p><b>1.5 Stakeholder Strengthening Strategy</b></p> <p>Strengthen the engagement, communication and contribution to teachers and presenters and other AUSTSWIM stakeholders through the development and implementation of an annual Stakeholder Strengthening Strategy.</p>	<ul style="list-style-type: none"> <li>Cumulative results and trends of annual stakeholder satisfaction surveys.</li> </ul>	<p>General Manager Development &amp; Communication Annually</p>



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## Strategic Initiative Two: Product & Service Development & Delivery

*AUSTSWIM will consistently seek out new ideas, information and opportunities that will ensure its future products and services have currency and relevance and support the position that AUSTSWIM is the national and international standard for the teaching of swimming and water safety.*

Strategies	Measures of Success	Who/Timeframe
<p><b>2.1 Product &amp; Service Development Strategy</b></p> <p>Ensure AUSTSWIM remains the premier provider for the training and accreditation of teachers and presenters nationally and internationally through:</p> <ul style="list-style-type: none"> <li>strengthening its contacts, networks and market research</li> <li>researching and developing emerging and new markets</li> <li>creating and disseminating unique and innovative products and services that close the gap between customers and their markets.</li> </ul>	<ul style="list-style-type: none"> <li>Cumulative results and trends of annual/triennial independent third party AUSTSWIM Recognition and Satisfaction Surveys.</li> </ul>	<p>Chief Executive Officer, Leadership Team</p> <p>By End June 2014</p>
<p><b>2.2 Online Teachers &amp; Presenters' Strategy</b></p> <p>Annually review and develop the Online Teachers and Presenters' Strategy with the aim of:</p> <ul style="list-style-type: none"> <li>building and operating a comprehensive and integrated online resource for teachers and presenters</li> <li>enabling secure, but easy and timely access for users</li> <li>promoting career pathways and continuous self-improvement through professional development.</li> <li>utilising current best practice technologies.</li> </ul>	<ul style="list-style-type: none"> <li>AUSTSWIM teachers' and presenters' online resource delivered on time, within budget and to required specifications.</li> </ul>	<p>Chief Executive Officer, Leadership Team</p> <p>By End December 2017</p>
<p><b>2.3 Product &amp; Service Partnerships' Strategy</b></p> <p>Annually develop and implement a Product and Service Partnerships' Strategy that will:</p> <ul style="list-style-type: none"> <li>strengthen existing product and service partnerships and joint venture agreements and projects</li> <li>provide for the establishment and operation of new product and service partnerships and joint venture agreements and projects</li> <li>enable mutually and measurable value and benefit to AUSTSWIM and its partners and the achievement of targetted AUSTSWIM strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Partnership and joint venture agreements developed within budget and to required project specifications; results of partnership and joint venture agreement reviews.</li> </ul>	<p>Chief Executive Officer, Leadership Team</p> <p>By End December 2017</p>



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## Strategic Initiative Three: Brand, Image & Position

*AUSTSWIM will be widely known and acknowledged throughout Australia, partnering countries and emerging international markets as the national and international standard in the teaching of swimming and water safety; a proposition that will be promoted to customers and stakeholders through the AUSTSWIM Platypus Strategy.*

Strategies	Measures of Success	Who/Timeframe
<p><b>3.1 Style &amp; Branding Strategy</b></p> <p>In light of the new AUSTSWIM logo develop an AUSTSWIM Style Manual and associated Branding Strategy that can be implemented in a disciplined and highly consistent manner, across all national and international entities, partnerships, joint ventures, projects and associated products and services.</p>	<ul style="list-style-type: none"> <li>Results of annual AUSTSWIM Style Manual and Branding Strategy audits.</li> </ul>	<p>General Manager Development and Communication, Consultant</p> <p>By End December 2015, Annually</p>
<p><b>3.2 Digital &amp; Multi Media Strategy</b></p> <p>Develop and implement a Digital and Multi Media Strategy that:</p> <ul style="list-style-type: none"> <li>is founded on a robust ICT platform</li> <li>brings together the appropriate digital and multi media mechanisms and processes</li> <li>provides teachers, presenters and associated users with access to timely, relevant and appropriate data, information and resources.</li> </ul>	<ul style="list-style-type: none"> <li>Digital and multi media projects delivered on time, within budget and to required specifications; cumulative results and trends of annual teacher, presenter and user satisfaction surveys.</li> </ul>	<p>General Manager Development and Communication, Consultant</p> <p>By End December 2015, Annually</p>
<p><b>3.3 Marketing &amp; Publicity Strategy</b></p> <p>Annually develop and implement a Marketing and Publicity Strategy that will assist AUSTSWIM continue to position itself both nationally and internationally within known and emerging markets and to existing and new customers and associated stakeholders.</p>	<ul style="list-style-type: none"> <li>Cumulative results and trends of annual/triennial independent third party AUSTSWIM Recognition and Satisfaction Surveys.</li> </ul>	<p>Marketing Manager, Consultant</p> <p>By End December 2014, Annually</p>
<p><b>3.4 Strategic Relationship Strategy</b></p> <p>Annually develop and implement a Strategic Relationship Strategy that is focused on strengthening existing national and international relationships and establishing new relationships that:</p> <ul style="list-style-type: none"> <li>extend or create alliances, partnerships and joint ventures</li> <li>assist in the implementation and achievement of AUSTSWIM and its partners' specific strategies and projects</li> <li>support the current and future positioning of AUSTSWIM.</li> </ul>	<ul style="list-style-type: none"> <li>Results of annual strategic relationship reviews.</li> </ul>	<p>Board, Chief Executive Officer, Leadership Team</p> <p>Annually</p>



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## Strategic Initiative Four: Standards, Training, Accreditation & Registration

*The AUSTSWIM Swimming and Water Safety Standards will be the national and international benchmark against which all teachers and presenters of swimming and water safety are accredited and registered.*

Strategies	Measures of Success	Who/Timeframe
<p><b>4.1 Standards Aligned To Legislation &amp; Regulation Strategy</b></p> <p>In association with Local, State, Commonwealth and International Governments, key industry peak bodies and JASANZ develop, present and promote a strategy for ensuring that the AUSTSWIM Standards are aligned to swimming and water safety legislation and/or regulation nationally and internationally.</p>	<ul style="list-style-type: none"> <li>Commonwealth, State and International Governments pass swimming and water safety legislation and/or regulations.</li> </ul>	<p>Chief Executive Officer, General Manager Accreditation and Compliance, JASANZ By End December 2017</p>
<p><b>4.2 Third Party Accreditation Strategy</b></p> <p>In establishing and operating an AUSTSWIM Accreditation Framework System and associated processes ensure that:</p> <ul style="list-style-type: none"> <li>there is open and transparent communication and processes</li> <li>AUSTSWIM can clearly demonstrate structurally and systems wise the independence and veracity of its teaching versus accreditation and registration.</li> </ul>	<ul style="list-style-type: none"> <li>Results of third party independent audits.</li> </ul>	<p>Chief Executive Officer, General Manager Accreditation and Compliance, Third Party Auditors By End December 2017</p>
<p><b>4.3 Swimming &amp; Water Safety Legislation &amp; Regulations</b></p> <p>With the aim of reducing drownings, work with Commonwealth and State Governments, International Governments and associated national and international peak bodies to:</p> <ul style="list-style-type: none"> <li>create and promote the case for the introduction of swimming and water safety legislation and/or regulations</li> <li>ensure the alignment of AUSTSWIM Standards and associated accreditation and registration processes for teachers and presenters to legislation and/or regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Commonwealth, State and International Governments pass swimming and water safety legislation and/or regulations.</li> </ul>	<p>Chief Executive Officer, Leadership Team By End December 2017</p>
<p><b>4.4 Stakeholder Engagement &amp; Education Strategy</b></p> <p>Develop, implement and annually review a Stakeholder Engagement and Education Strategy with the aim of regularly reviewing education and accreditation standards relevant to the needs of identified stakeholders.</p>	<ul style="list-style-type: none"> <li>Cumulative results and trends of annual stakeholder satisfaction surveys; stakeholder engagement satisfaction survey.</li> </ul>	<p>General Manager Development &amp; Communication Annually</p>



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## Strategic Initiative Five: Research, Development & Education

*Research and development will be driven by the AUSTSWIM spirit of innovation, creativity and entrepreneurship that will continue to enable the organisation to develop, grow and prosper in line with its various key result areas and strategies contained in the Strategic Plan.*

Strategies	Measures of Success	Who/Timeframe
<p><b>5.1 Business Development Strategy</b></p> <p>Annually develop and implement a Business Development Strategy with the aim of:</p> <ul style="list-style-type: none"> <li>continuing to close the gap between current and future customers, their markets and sub-markets and existing and emerging/new products and services</li> <li>widening the gap between AUSTSWIM and its national and international competitors; creating a real choice for existing, current and future customers and their stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Cumulative results and trends of profit and loss statements and annual balance sheet statements.</li> </ul>	<p>Chief Executive Officer, Leadership Team</p> <p>Annually</p>
<p><b>5.2 Benchmarking Strategy</b></p> <p>Establish and operate a national and international Benchmarking Strategy that is initially focused on internally benchmarking AUSTSWIM products and services. Once baseline data and measures of success are established, benchmark externally with similar organisations.</p>	<ul style="list-style-type: none"> <li>Cumulative results and trends of annual internal AUSTSWIM benchmarking.</li> </ul>	<p>Chief Executive Officer, Leadership Team</p> <p>Annually</p>
<p><b>5.3 Competitor &amp; Business Intelligence Strategy</b></p> <p>Continue to monitor direct and indirect competitors with the aim of securing business intelligence, product and service information, and market and sub-market information that can:</p> <ul style="list-style-type: none"> <li>provide AUSTSWIM with the necessary data and information to make informed, timely, strategic and operational decisions</li> <li>assist AUSTSWIM determine its position in markets and sub-markets and against competitors.</li> </ul>	<ul style="list-style-type: none"> <li>All Board members, Chief Executive Officer and managers regularly conduct situational analysis so as to gain an understanding of markets, competitors and the position of AUSTSWIM.</li> </ul>	<p>Board, Chief Executive Officer, Leadership Team</p> <p>By End December 2017</p>



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## Strategic Initiative Six: Community, Economic & Regional Development & Sustainability

AUSTSWIM will continue to ensure:

- current/future customers have access to AUSTSWIM's products and services
- it is viable, sustainable and profitable, able to fund its vision, strategies and projects
- it contributes to the regional development of the communities, towns and cities in which it operates.

Strategies	Measures of Success	Who/Timeframe
<p><b>6.1 Community Development Strategy</b></p> <p>Ensure current and future customers and their associated client groups have equitable access to AUSTSWIM's current and future products and services; thereby contributing to the national and international community/service development of organisations and communities in which AUSTSWIM operates.</p>	<ul style="list-style-type: none"> <li>• Results of AUSTSWIM's annual social, economic and regional Impact Statement.</li> </ul>	<p>Chief Executive Officer, Leadership Team</p> <p>Annually</p>
<p><b>6.2 Economic Development Strategy</b></p> <p>Ensure AUSTSWIM remains viable, sustainable and profitable, able to fund its vision, strategies and projects by:</p> <ul style="list-style-type: none"> <li>• knowing its true cost, margin and price</li> <li>• annually developing robust projected profit and loss and cashflow statements</li> <li>• meeting agreed financial measures of success.</li> </ul>	<ul style="list-style-type: none"> <li>• Cumulative results and trends of annual profit and loss statements and balance sheet statements.</li> </ul>	<p>Chief Executive Officer, Leadership Team (Chief Financial Officer, General Manager Accreditation &amp; Compliance)</p> <p>Annually</p>
<p><b>6.3 Regional Development Strategy</b></p> <p>Continue to contribute to the regional development of the national and international communities, cities and towns in which AUSTSWIM operates by:</p> <ul style="list-style-type: none"> <li>• engaging with key opinion leaders, businesses, governments and industry peak bodies</li> <li>• developing and delivering swimming and water safety community development projects, either directly or via cooperative partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Results of AUSTSWIM's annual social, economic and regional Impact Statement.</li> </ul>	<p>Chief Executive Officer, Leadership Team</p> <p>Annually</p>