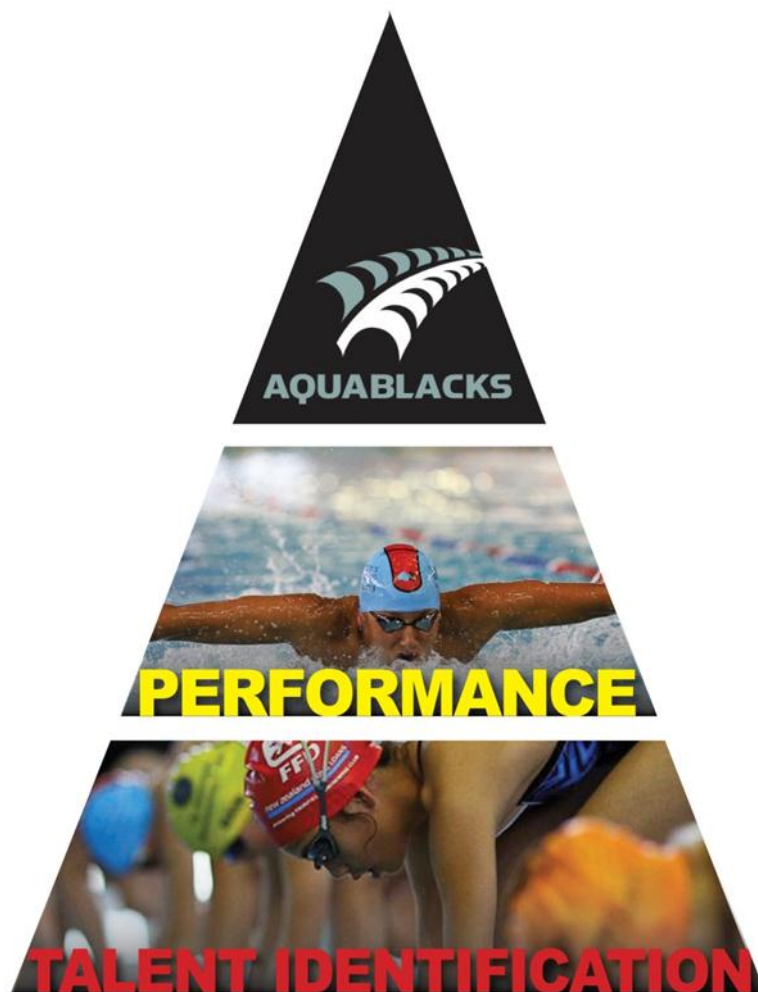

REGIONAL SWIMMING HUB

STRATEGIC OVERVIEW



Updated – 1 May 2017

INDEX

EXECUTIVE SUMMARY

THE REQUIREMENT

THE SOLUTION

LAYING THE FOUNDATION

THE GOALS

THE IMPLEMENTATION

POSITION DESCRIPTION – HUB HEAD COACH

EXECUTIVE SUMMARY

Established in 1984, Swimming Waikato is the 2nd largest of the 13 regional entities that sit under the umbrella of Swimming New Zealand.

Swimming is a sport that has been around in New Zealand for well over a hundred years. It dates back to the 1890's when the Amateur Swimming Association was formed, an organization that is now called Swimming New Zealand. Since then, the sport has grown to encompass 170 affiliated clubs and 19,028 members (as at 30 June 2016).

The primary objective of Swimming Waikato is to work along Swimming New Zealand, other Regional Associations and our Clubs to support the growth and performance of the sport of competitive swimming in its Region, from entry level club competitive swimmers to Elite HP (High Performance) swimmers.

As a result, our goals must align closely with those included in Swimming New Zealand's Whole of Swimming Plan 2015 which includes three key aims –

1. Participation – Go Swimming / Everyone Can Swim
2. High Performance – Go Fast / Winning Aquablacks
3. Operational – Go for Excellence / The basics executed and communicated well

THE REQUIREMENT

To support Swimming New Zealand with the delivery of these three goals, the Board of Swimming Waikato has ensured that it also focuses on these three key areas –

- (1) – Participation: Supporting our 23 clubs to deliver quality programmes that give our community a reason to choose swimming.
- (2) – High Performance: Providing coach and swimmer development opportunities that support our members to achieve their swimming goals, whatever they might be.
- (3) – Operational: Ensuring a quality experience for our members with a focus on building a strong financial base and strong partnerships in our region.

Recent results in the pool, both nationally and internationally, suggest that the High Performance aim is an area that requires significant work to achieve the strategic goals included in the Whole of Swimming Plan.

THE SOLUTION

The Board of Swimming Waikato is committed to implementing the structures and systems that will allow a better quality of swimmer and coach to be developed within the Waikato Region.

To achieve this, it is proposed that Swimming Waikato's **Regional Development Pathway** be expanded into a **Regional Swimming Hub** which will –

- create a pathway for our Waikato swimmers to keep them in the sport and help them to achieve their swimming goals.
- assist with the support and development of coaches throughout the region to grow coaching culture and ensure the development of swimmers with excellent technique across all programmes.
- graduate more swimmers to Aquablack status and Commonwealth Games & Olympic selection.
- develop more coaches with the capability to assist our swimmers with achieving their swimming goals.

This document outlines our strategic intent in relation to the establishment of a Regional Swimming Hub and articulates our proposed steps for the development of a detailed implementation plan in conjunction with Swimming New Zealand, High Performance Sport NZ, and other stakeholders.

It is important to note that the focus of the Hub is not on High Performance. It was identified early on that this is not the right way to grow our sport at the regional level.

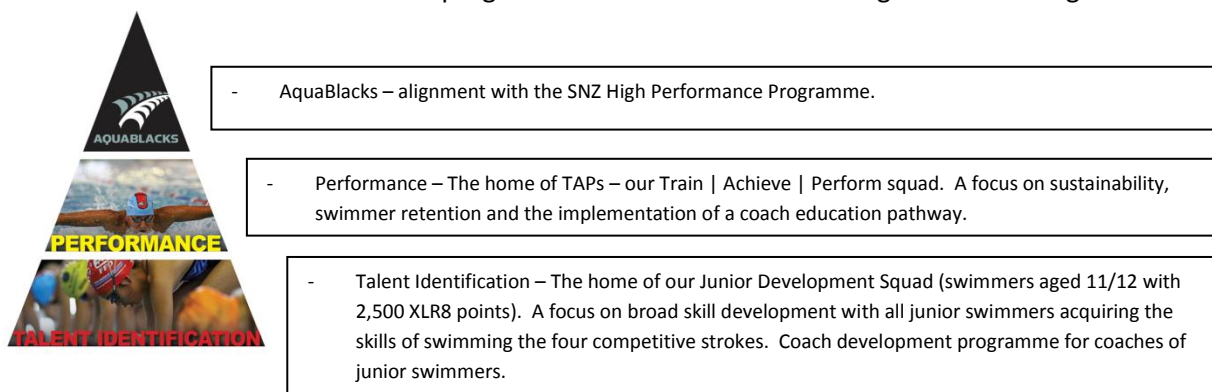
High performance will ultimately be the consequence of developing a swimmers pathway from the bottom up and of implementing a robust coach education structure. These are key deliverables of the Hub programme.

LAYING THE FOUNDATION

The overarching criteria for establishing Swimming Waikato’s Regional Swimming Hub is summarized in detail in our Regional Development Pathway document which reflects Swimming New Zealand’s Long Term Athlete Development Model.

Long Term Athlete Development is about achieving the correct training throughout a swimmer’s career and ensuring emphasis is put on developing a swimmer’s skill from a young age. It is crucial that all swimming programmes within the Waikato Region develop good technique and skills in the younger swimmers, as well as nurturing these swimmers to stay in the sport long enough to achieve their potential.

To allow a focus on the different stages of a swimmer’s development, Swimming Waikato’s Regional Development Pathway introduces three distinct tiers which support these developmental stages. These tiers will form the basis of the programmes delivered within the Regional Swimming Hub –



THE GOALS

- Creating a sustainable pathway that ensures our Regional Swimming Hub produces elite swimmers and coaches for 2020 and beyond.
- Ensuring an alignment between our swimmer pathway and that of Swimming New Zealand's High Performance programme.
- Facilitating the development of technically and physically capable swimmers with a passion for succeeding in swimming on the national and world stage.
- Facilitating the development of technically excellent coaches to deliver excellent coaching programmes within their club environment and lead Regional and National swimming teams.
- Ensuring there are opportunities for swimmers and coaches within the swimming community to access this pathway.

To ensure the long term sustainable delivery of the key goals of the Regional Swimming Hub, the following critical outcomes have been identified:

1. Ensuring the pathway is age and stage appropriate and that the right people, in particular coaches, are in the right place at the right time to meet the needs of the developing athletes.
2. Ensuring a clear understanding of our future swimmers' targeted development progressions along the pathway, and their ongoing development needs at these stages.
3. Providing the appropriate level and type of athlete performance support within the developing swimmer's daily training environments.
4. Providing opportunities for combined squad trainings for identified swimmers.
5. Implementing a robust coach education / mentoring programme.
6. Providing effective competitive opportunities.

THE IMPLEMENTATION

In November 2016, our existing part-time Regional Coaching Co-ordinator, Clive Power, stepped into the role of Hub Coach for a period of eight months.

During the initial six months Clive will be charged with putting into place the key components of the Regional Swimming Hub which have been identified as being crucial to the achievement of the goals of the Hub.

These include –

- Leading Swimming Waikato's Regional Swimming Hub, the operation of which is based on Swimming Waikato's current Regional Development Pathway document, and which covers the four year Olympic Cycle 2017 – 2020. More detailed information can be found in the Position Description for the Regional Swimming Hub Head Coach role (included in this document).
- In relation to the Regional Development Pathway, be responsible for the effective and efficient implementation of the TAPs squad programme. More detailed information can be found in the Position Description for the Regional Swimming Hub Head Coach role.

Engaging our coaches, swimmers and volunteers is a key part of the success of the Regional Swimming Hub and sharing the vision and goals of the Hub will be a key focus for the Hub Coach and Swimming Waikato's Administrative team.

APPENDIX A

POSITION DESCRIPTION

| | |
|--------------------|---|
| Position Title: | Regional Swimming Hub Head Coach |
| Reports To: | Swimming Waikato Executive Officer |
| Office Location: | Hamilton, New Zealand |
| Employment Status: | Full Time |
| Direct Reports: | None |

Duties and responsibilities

As outlined in the Regional Swimming Hub Strategic Overview document, and as detailed in the Regional Development Pathway document, the Hub Head Coach will be responsible for delivering the Regional Swimming Hub programme which will –

- create a pathway for our Waikato swimmers to keep them in the sport and help them to achieve their swimming goals
- assist with the support and development of coaches throughout the region to grow coaching culture and ensure the development of swimmers with excellent technique across all programmes
- graduate more swimmers to Aquablack status and Commonwealth Games & Olympic selection
- develop more coaches with the capability to lead these teams

The position includes the following duties and responsibilities, and any additional duties and responsibilities required to deliver the Regional Swimming Hub programme including -

- **Lead Swimming Waikato’s Regional Swimming Hub, the operation of which is based on Swimming Waikato’s current Regional Development Pathway document, and which covers the four year Olympic Cycle 2017 – 2020 including -**
 - establishing a robust coach education programme for senior and junior coaches including the implementation of coach mentoring via the three Hubs – Coastal, Central, and Southern.
 - working with our competitive swimming clubs to set KPIs to ensure our clubs / coaches are working towards the common goal included in the Regional Development Pathway.
 - working with our competitive swimmers and their coaches to establish a programme of long term planning with a view to keeping swimmers in the sport longer.
 - working with our coaches to ensure coaching programmes are in place which will increase swimmer’s FINA points.
 - working with local providers, identify ongoing sports science support to further advance swimmer outcomes.
 - continuing the roll-out of the Junior Black Out Programme, including coach development and combined squad trainings for the junior development squad.

- ensuring all clubs have access to the pre-activation programme and understand the importance of using this as their pre-training and pre-race warm-up routine.
 - acting as caretaker coach at competitive programmes to ensure coaches have –
 - access to professional development opportunities.
 - the ability to take annual leave without disruption to their club programmes.
 - attending and participating fully in weekly meetings with the EO that will include reviewing weekly plans.
 - assisting the EO to communicate programme goals and strategies, club and squad related issues to all coaches and relevant key stakeholders.
 - maintaining effective relationships with clubs and club coaches.
- **In relation to the Regional Development Pathway, be responsible for the effective and efficient implementation of the TAPs (Train | Achieve | Perform) squad programme which includes:**
 - developing a plan for each member of the TAPs squad, utilising athlete support services to ensure wellbeing and career/education commitments are coordinated with their training schedules.
 - regular combined pool deck trainings for the TAPs squad.
 - smooth operation of the TAPs squad programme, to ensure performance targets are established and the effectiveness of the programme is monitored.
 - implementing a programme of training camps, competitions and testing for identified athletes.
 - keeping statistical records and establishing benchmarks for each athlete.