



# AN ISLAND OF SWIMMERS

**SWIM  
IRELAND**

Swim Ireland Strategic Plan | 2022-2026



## **MANY SWIMMERS. MANY STROKES. ONE ISLAND.**

Morning workouts, evening dips, chats with the regulars. The deck, the beach, the baths.  
Cheering for your son, your daughter, your old friend. Nearly there, keep going!  
Open water. No end of it. Coast to coast. Cold water. High elbows. Close ties.  
Whatever your stroke. You are one. Of many. On an island of swimmers.

# OUR STRATEGIC VISION 2022-2026

This plan sees Swim Ireland emphasising swimming as a life skill and expanding our role into new areas of technology and innovation and with the development of the first ever National Swimming Strategy we believe this will change the landscape of aquatics in Ireland.

For the first time in our history we have included 'Infrastructure' as one of our core strategic pillars and we will initiate innovative infrastructure projects, such as Pop-Up Pools, that will be game-changers in how facilities/amenities are made available to support swimming at all levels and can enable accelerated learning models to be delivered.

We will play an important role in lobbying and advocating for swimming to be better funded to support delivery of ambitious national objectives with respect to the health and activity levels of people across the island.

We will re-define participation in swimming and we will be launching new participation initiatives to reach out to people we have never engaged with before. We will grow our outdoor programmes to reach larger numbers of people.

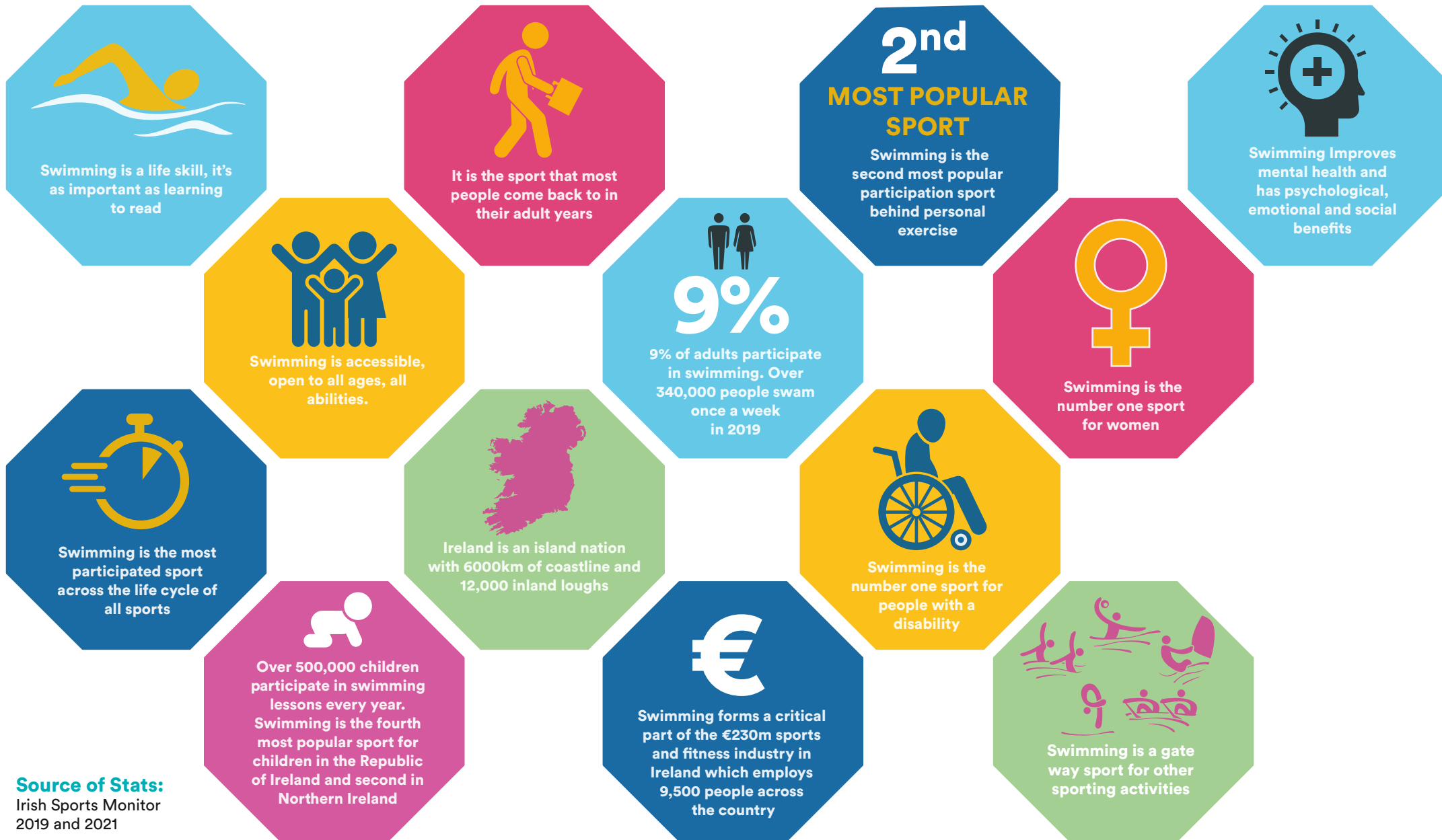
We will be building on the foundations we have set in the Paris Olympic cycle to further develop a world class performance centre model, deliver great competitions, and aim for podium success on the international stage.

We will continue to further develop and support our clubs, our members, our workforce and all of those involved in furthering the life-skill, the physical activity and the sport that is Swimming in Ireland.

A full-page background image showing three swimmers in the water, celebrating with their arms raised. The swimmer in the foreground is a man with a green and blue swim cap and a green and blue swimsuit, splashing water. Two other swimmers are visible in the background, also with arms raised. The water is dark blue, and the sky is a clear, bright blue. The overall mood is one of achievement and joy.

SWIM  
IRELAND

# SWIMMING AND THE AQUATICS IN IRELAND



# THE EVOLUTION OF STRATEGIC PLANNING AT SWIM IRELAND

Swim Ireland has developed as an organisation over the last two decades. This is reflected in the themes in previous strategic plans.

## 2002-2006

The first strategy was developed in 2002 and the focus was on **creating a fit for purpose organisation** – putting in place the initial building blocks to develop and grow for the future.

## 2013-2016

This plan was titled **‘From Walking to Running’** and looked to grow participation levels and to highlight the benefits of swimming and the aquatics as part of a healthy lifestyle.

## 2007-2012

From there, the next plan was themed **‘Irish Swimming – A Sport for Life and for All’** – this plan put in place key development initiatives increasing the capability and capacity of the sport to grow across all its disciplines.

## 2017-2021

Our most recent plan was launched with a new theme **‘Me and the Water’** and expanded the membership base encouraging more widespread participation and solidifying our role in regulating the sport and adopting best practice standards in how we operate.

# EXECUTIVE SUMMARY


This Strategy focuses on the areas that Swim Ireland can impact to achieve our overall Vision of 'An Island of Swimmers'. We believe that a vital measure of success is the increase in opportunities for people to swim regardless of their age, background or location. Swimming is a life skill and a gateway to many other sports.

We aim to support our core membership base and clubs with solutions that help address their needs, grow the sport across the discipline and deliver high performance targets.

The Swim Ireland Strategic Plan 2022 - 2026 has five Core Strategic Focus Areas which form the basis of the strategy, these are:

FOCUS AREA 1: National Infrastructure for the Aquatics	FOCUS AREA 2: Community and Participation	FOCUS AREA 3: Clubs, Regions and Competitions	FOCUS AREA 4: Performance	FOCUS AREA 5: Organisational Excellence
<p>To work with Government, Local Authorities/Councils, and other relevant stakeholders to influence and create awareness of the evolution of Swimming infrastructure (both indoors and outdoors) including:</p> <ul style="list-style-type: none"> <li>• Building expertise in innovation in swimming pools and sharing our expertise with local authorities, pool operators.</li> <li>• Piloting the pop-up pool concept with a view to having pop-up pools all over the island;</li> <li>• Introducing new types of swimming pool with increased offerings around the country.</li> <li>• Supporting the development and launch of a Government approved National Swim Strategy (appropriately resourced).</li> <li>• Supporting safe, accessible, outdoor swimming spots.</li> </ul>	<p>To build new participation opportunities and to continue to build a wide range of opportunities for people to swim with particular emphasis on a wider offering to a more diverse community including:</p> <ul style="list-style-type: none"> <li>• Creating 100K+ new swimming participation opportunities.</li> <li>• Making our sport more inclusive, welcoming and accessible to a more diverse group including those in disadvantaged communities.</li> <li>• Bringing swimming to communities, that have never before had access, through our pop-up pools and innovative swimming pool technology.</li> <li>• Supporting the further development of outdoor swimming opportunities.</li> </ul>	<p>To support the core membership base with solutions that address their needs, grow the sports across all disciplines, continually strengthen the sport at national/regional/club level, and deliver a world class domestic competition programme:</p> <ul style="list-style-type: none"> <li>• Rebuilding and further developing our clubs.</li> <li>• Supporting and developing our volunteers, teachers, coaches and others.</li> <li>• Continuing to innovate and be the leader in aquatic education in Ireland.</li> <li>• Continuing to invest in our competitions, officials and delivering to the highest level.</li> <li>• Developing and delivering on specific measures of success in Open Water, Water Polo, Diving, and Masters and introduce artistic swimming.</li> </ul>	<p>To continue to build an Irish performance system which enhances Performance knowledge, understanding and resources to cultivate a belief and a culture which drives Irish athletes to consistently deliver World class performances in the moments that matter:</p> <ul style="list-style-type: none"> <li>• Deliver our 2024 and beyond high performance targets.</li> <li>• Support and develop a coaching cohort who are philosophically aligned with the programme's objectives and values.</li> <li>• For athletes 18 years and over, continue to prioritise a centralised approach through our three National Centres.</li> <li>• Ensure a culture of welfare of 'person first, athlete second'.</li> <li>• Continue to support and develop our pathway/junior athletes, coaches and their clubs.</li> </ul>	<p>To maintain a stable, strong, well-run organisation based on best practice principles in governance / athlete first/ safeguarding / financial management and an empowering and effective culture with engaged staff &amp; volunteers including:</p> <ul style="list-style-type: none"> <li>• Delivering an all-encompassing Diversity, Equity, Inclusion &amp; Belonging Strategy.</li> <li>• Living our values and behaviours as individuals and as an organisation.</li> <li>• Continuing to be best in class in general and financial governance.</li> <li>• Growing our commercial programme.</li> <li>• Creating a long-term structure around the athlete voice.</li> <li>• Promoting the life skill, the sport and the people of swimming to help deliver our vision.</li> <li>• Advocate for and support the Industry of Swimming.</li> </ul>

# AN ISLAND OF SWIMMERS

A close-up photograph of a woman wearing a bright pink Speedo swim cap with the word 'SPEEDO' repeated in black. She is holding a baby who is wearing a white swimsuit with a pink and green floral pattern. They are in a swimming pool, with the blue water visible in the background. The woman's face is partially visible as she looks towards the camera.

This Strategy aims to shape a culture that encourages, supports, and empowers people in Ireland to actively enjoy swimming and the aquatics indoors and outdoors.

We define swimming as “a form of physical activity in the water that people engage in whether for social connections, exercise, health and physical activity, challenge, mental wellbeing, skill development, competition, fun, or many of these reasons combined.

This Strategy includes the aquatic disciplines of swimming, diving, water polo, and artistic swimming. Swimming means different things to different people. Join us and become part of an island of swimmers.

# FOCUS AREA 1: National Infrastructure for the Aquatics

## Our Ambition

To work with Government, Locals Authorities/Councils, and other relevant stakeholders to influence and create awareness of the evolution of Swimming infrastructure (both indoors and outdoors).

## Key Messages

1. Swimming is the most participated sport across all the life stages.
2. Over 300,000 adults swim in Ireland every week.
3. Swimming is the number one sport for women and people with a disability.
4. Swimming pool infrastructure has evolved and there are more sustainable, cost effective, community pools available to support the swimming needs of a local community.

We will ...	How we will do it ...	How we will measure success ...
<ul style="list-style-type: none"> <li>• Work with Government to develop and roll out a National Swimming Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and play a leading role re the development of the National Swim Strategy and its implementation;</li> <li>• Support the development of the Sport Ireland Facilities, Amenities &amp; Recreational areas Database in relation to the Aquatics.</li> </ul>	<ul style="list-style-type: none"> <li>• National Swim Strategy (Republic of Ireland) which supports better infrastructure for aquatics and improved opportunities for learn to swim is developed and launched and Swim Ireland is recognised (and appropriately funded) as one of the key delivery agents of the Strategy.</li> <li>• Swimming seen as a key sport to deliver national targets for healthy lifestyle and activity levels with clear targets set for increasing participation in swimming and funding secured to deliver same.</li> </ul>
<ul style="list-style-type: none"> <li>• Build an expertise in innovation in swimming pools and share our expertise with local authorities and pool operators.</li> </ul>	<ul style="list-style-type: none"> <li>• Build strategic partnerships and our own in house expertise and create awareness throughout the sector of the expertise.</li> <li>• Raise awareness of innovative technology and the evolution of swimming infrastructure with a view to creating a more sustainable and better served swimming and aquatic community.</li> <li>• Work with local authorities and others to in the development and build of new pools and refurbishment of older pools.</li> </ul>	<ul style="list-style-type: none"> <li>• New modular community swimming pools built around the country (finding a solution once the pop-up pools move on).</li> <li>• Comprehensive data available on facilities and amenities across the island helping to drive informed decision making on future investment decisions regarding infrastructure;</li> <li>• Swim Ireland Pool Guidelines document setting out the range of options from pop Up pools through to 50m pools produced and made available to Local Authority planners.</li> <li>• Swim Ireland is seen as a 'go to' body for swimming infrastructure advice.</li> </ul>

# FOCUS AREA 1: National Infrastructure for the Aquatics continued



We will ...	How we will do it ...	How we will measure success ...
<ul style="list-style-type: none"> <li>• Deliver new infrastructure projects to improve facilities and amenities.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the National Sports Campus in the development of a new 25m pool facility which would also become a significant training venue for Water Polo in Leinster;</li> <li>• Support the establishment of outdoor pool spaces in Dublin and Cork;</li> <li>• Explore the feasibility of a 50m pool in Connacht.</li> </ul>	<ul style="list-style-type: none"> <li>• Leinster Training venue for Water Polo secured;</li> <li>• 2 outdoor pool facilities underway/opened (in Dublin and Cork);</li> <li>• Feasibility study on a 50m pool for Connacht has been undertaken.</li> </ul>
<ul style="list-style-type: none"> <li>• Work with key stakeholders (North and South) to provide a better offering to ensure there are plans &amp; programmes in place to encourage participation with adequate resources to deliver these initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Support &amp; influence Local Authority/Council sports plans around facilities, programming, and visibility (indoors and outdoors);</li> <li>• Explore potential options for the recruitment of swimming development/activation officers with local authority support;</li> <li>• Strive for a mandate for public funded facilities to have a minimum number of community hours available;</li> <li>• Consider how best Swim Ireland can support the day to day operation of swimming pools.</li> </ul>	<ul style="list-style-type: none"> <li>• Swimming Activation Officers (funded through local authorities) in position in strategic locations, at least one per year.</li> <li>• Local Authority Sports Plans with a clear swimming strategy in place.</li> <li>• Submissions made to Local Economic Community Plans when they are opened for consultation.</li> <li>• Swim Ireland has developed an offering to support where appropriate the successful running of swimming pools in Ireland.</li> </ul>

# FOCUS AREA 2: Community and Participation

## Our Ambition

To create 100,000+ new participation opportunities and continue to build a compelling portfolio of products and services that meet the needs to the industry, members, and participants whilst generating sustainable revenue for reinvestment into the sport.

## Key Messages

1. We want to offer a much wider and diverse community the opportunity to swim.
2. Together we are improving the opportunity and experience for all swimmers.
3. Be part of the Swim Ireland community, united in our love of the water, and how it makes us feel.
4. We can bring pools to the people to support more people having access to swimming.
5. Swimming is for everyone; all ages, abilities, backgrounds and we want everyone to be part of our swimming community.

We will ...	How we will do it ...	How we will measure success ...
<ul style="list-style-type: none"> <li>• Further develop the Swim Ireland learn to swim programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and launch Babies and Toddlers Swimming framework.</li> <li>• Continue to grow our Learn to Swim Partnerships across Ireland.</li> <li>• Provide direct and ongoing support to Learn to Swim Partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Babies and Toddlers Swimming framework launched.</li> <li>• At least 100 Learn to Swim Partners delivering Swim Ireland Learn to Swim.</li> <li>• Staff member dedicated to supporting Learn to Swim Partners.</li> </ul>
<ul style="list-style-type: none"> <li>• Drive 100,000 participation opportunities through programmes and events with a particular focus and emphasis on community &amp; hard to reach groups, wider levels of inclusion and diversity of both participant and teacher/helper.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and deliver programmes for people who are most underrepresented in terms of their participation in sport and these include amongst others: Individuals from the lowest socioeconomic groups; people with a disability; women and girls; and older adults.</li> <li>• Develop and deliver programmes for school children with the aim of more school children being able to swim.</li> <li>• Support growth in open water dipping and swimming and build open water programmes;</li> <li>• Run participation programmes in partnership with the majority of Local Sports Partnerships in the country;</li> <li>• Swimming further supporting and increasing social capital and contribution to public health agenda.</li> <li>• Deliver proof of concept for pop-up pools and support rollout of programmes through local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• 2,000 aquatic opportunities delivered to people from underrepresented areas and groupings.</li> <li>• 40,000 aquatic experiences through schools programmes using the Swim Ireland pop-up pools.</li> <li>• Grow open water event numbers to 5,000 (from baseline of 1,500). At least 3 mass participation events delivered annually (with 1,000+ attendees per event) plus a range of smaller scale events.</li> <li>• Participation programmes being run in partnership with the majority of Local Sports Partnerships;</li> <li>• A more diverse community of people having the opportunity to swim.</li> <li>• Achievement of the CARA Gold Award.</li> <li>• Successful 'pop-up pools' project delivered (and concept proved) with a minimum of 3 pop-up pools operational delivering 40,000 swimming experiences per annum.</li> </ul>

# FOCUS AREA 3: Clubs, Regions and Competition

## Our Ambition

To support the core membership base with solutions that address their needs, grow the sport across all disciplines, continually strengthen the sport at national/regional/club level and deliver high quality competition opportunities.

## Key Messages

1. Be part of the Swim Ireland community, united in our love of the water, and how it makes us feel.
2. Swim Ireland seeks to support all members to develop and participate in our sport.
3. Swim Ireland values and supports our volunteers, teachers, coaches and others involved in delivering our sport.

We will ...	How we will do it ...	How we will measure success ...
<ul style="list-style-type: none"> <li>Support our clubs and membership base to develop and grow our numbers beyond pre Covid levels.</li> </ul>	<p>Drive consolidation and growth in membership numbers by:</p> <ul style="list-style-type: none"> <li>Rebuilding and supporting club membership to pre-covid levels;</li> <li>Growing and redeveloping the special membership category;</li> <li>Retaining and growing 'Me and the Water' membership base;</li> <li>Rebuilding and growing the associate membership category;</li> <li>Retain young people in our sport through targeted interventions.</li> </ul>	<p>Membership targets:</p> <p>Grow our overall membership numbers to over 25k, made up of the following:</p> <ul style="list-style-type: none"> <li>Club members – restored to pre-Covid levels (18K+) and growing to over 20K.</li> <li>Leisure 'Me and the Water' members 3,500+.</li> <li>Special members 1,500+.</li> <li>Associate members 500+.</li> </ul>
<ul style="list-style-type: none"> <li>Put in place club frameworks to provide clarity on their purpose &amp; drive continual improvement in standards.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a club categorisation framework imbedded within a reinvigorated ClubMark programme;</li> <li>Support the continual driving of standards in terms of club governance models;</li> <li>Work with and support our Clubs and Regions to recognise and invite in those outside of their usual membership in order to become a more diverse and inclusive community.</li> <li>Develop and deliver a well-structured and effective annual club support programme.</li> </ul>	<ul style="list-style-type: none"> <li>100% clubs identified in specific categories and progression pathways;</li> <li>Swim Ireland clubs recognised for consistently high governance standards including additional support for a more diverse and inclusive membership.</li> <li>Swim Ireland clubs supported to be more accommodating and supportive of members with a disability and those newer to the sport of swimming.</li> <li>100% Clubs with under 18 members compliant with safeguarding measures required by Children First and Sport Ireland/Sport NI Audits.</li> <li>Target and interact with 50% of clubs who have previously not engaged in support programmes.</li> </ul>

## FOCUS AREA 3: Clubs, Regions and Competition continued

We will ...	How we will do it ...	How we will measure success ...
<ul style="list-style-type: none"> <li>Ensure there are fit for purpose competition and events to support aquatic disciplines and member needs.</li> </ul>	<ul style="list-style-type: none"> <li>Support the running of competitions across a range of other disciplines (and ensure this programme is inclusive e.g. supporting competitions such as Irish Down Syndrome Association and Irish Wheelchair Association etc.);</li> <li>Explore the role of Swim Ireland in supporting the regional competition structure;</li> <li>Develop and deliver regional and national competition structures that continue to meet our club and member needs.</li> </ul>	<ul style="list-style-type: none"> <li>Swim Ireland leading, supporting and delivering an aligned published national calendar of events and competitions across all disciplines (participation and competition);</li> <li>Increased numbers and quality of events across the country.</li> <li>Regular annual stakeholder engagement opportunities.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and grow Water Polo.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver Water Polo competition programme;</li> <li>Support the planning and delivery of a new training hub for Water Polo in Leinster (at the National Sports Campus);</li> <li>Deliver an annual Education and CPD programme for Water Polo Coaches.</li> <li>Support the National Committee to ensure it is well governed and operating to high standards.</li> <li>Restructured and developed sub committees to support the ongoing operations of the sport.</li> <li>Explore the use of digital competition management systems.</li> </ul>	<ul style="list-style-type: none"> <li>A vibrant Water Polo competition programme in place;</li> <li>A new Water Polo training hub in Leinster underway.</li> <li>Restructured and operational education and learning offering for water-polo teachers, coaches and officials.</li> <li>Digital competition and league team management software in place and operational.</li> </ul>
<ul style="list-style-type: none"> <li>Build the foundations for a sustainable Diving programme.</li> </ul>	<ul style="list-style-type: none"> <li>Progress the Diving Development Plan to increase the base underpinning the discipline;</li> <li>Deliver an annual Education and CPD programme for Diving Coaches.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a fit for purpose Diving Performance Pathway that can identify and develop talented athletes onto Irish Junior National Teams and beyond;</li> <li>Double the number of domestic competitive divers and diving programmes in Ireland by Q4 2024;</li> <li>Restructured and operational education and learning offering in place for diving.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and grow Masters Swimming.</li> </ul>	<ul style="list-style-type: none"> <li>Well supported Masters community at national and international level.</li> </ul>	<ul style="list-style-type: none"> <li>Defined Masters pathway in place with clear signposting for athletes into the sport.</li> <li>High level domestic competition programme and learning opportunities.</li> </ul>

## FOCUS AREA 3: Clubs, Regions and Competition continued

We will ...	How we will do it ...	How we will measure success ...
<ul style="list-style-type: none"> <li>Develop and grow Open Water Swimming.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver a regional and national competition structure for Open Water across different disciplines.</li> <li>Establish a licensing programme for any Open Water racing events we sanction;</li> </ul>	<ul style="list-style-type: none"> <li>Establish a pathway for club members to participate in Open Water competition both domestic and international;</li> <li>Racing event licensing programme in place and effective;</li> </ul>
<ul style="list-style-type: none"> <li>Design and deliver market leading education and courses, whilst ensuring high standards across the sector.</li> </ul>	<ul style="list-style-type: none"> <li>Rebuild our Education and Courses programme (including CPD and Conference opportunities) post-covid and drive further development and growth with a focus on continually improving customer service and meeting of needs within the market;</li> <li>Conduct research into how swimming is taught and consider the development of 'intensive' approach for accelerated learning;</li> <li>Continue to work with Sport Ireland to have agreed qualifications recognised on the QQI framework;</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a customer satisfaction rating of 7/10 or higher (industry average 4.7/10).</li> <li>Annual education and training calendar to be published with capacity to support up to 1,000 newly qualified coaches and teachers per year;</li> <li>Deliver one coaching/ teaching conference per year;</li> <li>Swim Ireland CPD and learning opportunities recognised as being of quality and affordable.</li> <li>Swim Ireland recognised as market leader in terms of quality of programmes and courses;</li> <li>Swim Ireland (continuing to be) the leading provider of swimming teacher qualifications;</li> <li>Research completed on ways of delivering and teaching swimming and innovations identified and implemented where appropriate;</li> <li>Level 2 Swimming Teacher and Tutor Qualifications recognised on the QQI framework;</li> </ul>

# FOCUS AREA 4: Performance

## Our Ambition

Our Performance Vision is to deliver a progressive system which nurtures and supports identified Irish athletes via excellent coaches and practitioners in a unified endeavour to win World and Olympic medals. Our Performance Mission is to provide an innovative Irish system which enhances Performance knowledge, understanding and resource to cultivate a belief and a culture which drives Irish athletes to consistently deliver performances in the moments that matter.

## Key Messages

1. We endeavour to allow talented people to be the best versions of themselves.
2. We support ambitions and dreams.
3. We believe in a person first, athlete second approach.
4. We support innovation in our approach.

We will ...	How we will do it ...	How we will measure success ...
<ul style="list-style-type: none"> <li>• Ensure we have a sustainable Performance programme delivering success on the international stage.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the Performance programme and target outcomes;</li> <li>• For athletes 18 years of age &amp; over, continue to prioritise a centralised approach through our three National Centres.</li> </ul>	<ul style="list-style-type: none"> <li>• Two or more swimming athletes in the final round of individual competition at Paris 2024.</li> <li>• Highest ever percentage of lifetime best swimming performances at an Olympic Games achieved at Paris 2024.</li> <li>• One or more relay achieves a Top-16 finish at Fukuoka 2023/Doha 2024 and, if secured, one or more relay achieves a Top-12 finish at Paris 2024.</li> <li>• Develop and enhance our centralised swimming coaching environments to make them highly attractive to identified National Programme athletes.</li> <li>• Maintain a competitive National Team diving footprint at World and European Championships throughout the cycle; One or more diving athletes progress to a semi-final or beyond in individual competition at Paris 2024;</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure we have a sustainable Performance Pathway enabling enhanced Performance targets in future cycles.</li> </ul>	<ul style="list-style-type: none"> <li>• Support a coaching cohort who are philosophically aligned with the programme's objectives and values;</li> <li>• Ensure a culture of welfare of 'person first, athlete second approach';</li> <li>• Further the cohesiveness between swimming clubs and their Regions and the programme as a whole;</li> <li>• National Performance Pathway and Transition Programme will align with and underpin the National Performance programme;</li> <li>• Examine how the Irish club coaching environment can be enhanced through club collaboration, partnerships or consolidation in key geographical areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide targeted professional development opportunities for identified coaches and/or practitioners on an annual basis;</li> <li>• Over 75% of Irish swimming clubs will be engaged with the Regional Swimming Club Cluster Plan;</li> <li>• Club Cluster interventions will take place within each Region and within each quarter of each year, with each Cluster having a minimum of two formal interventions per annum;</li> <li>• Up to six Regional Programme interventions will take place in each Region across four separate tiers in September – April each season.</li> </ul>

# FOCUS AREA 5: Organisational Excellence

## Our Ambition

To maintain a stable, strong, well- run organisation based on best practice principles in governance / athlete first/ safe-guarding / financial management / commercial and an empowering and effective culture with engaged staff & volunteers.

## Key Messages

1. Swim Ireland is one of the leading National Governing Bodies for sport in Ireland.
2. Swim Ireland can make an impact at National, European and World level.

We will ...	How we will do it ...	How we will measure success ...
<ul style="list-style-type: none"> <li>Continue to drive best practice standards and fit for purpose organisation strategies and policies.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to drive standards and best practice in safeguarding and governance;</li> <li>Develop an Environmental, Social &amp; Governance (ESG) Policy supported by Action Plans for Sustainability and for Diversity, Equity, Inclusion &amp; Belonging (DEIB) deliver tangible results in respect of our environmental and social responsibilities and make our vision of an 'island of swimmers' a reality.</li> <li>Further develop the 'athlete voice' within our representative network and decision-making processes by establishing an Athlete Commission;</li> </ul>	<ul style="list-style-type: none"> <li>Continued compliance with the Governance Code of Sport.</li> <li>Swim Ireland recognised as best practice NGB in safeguarding by Clubs with U18 membership being 100% compliant in external audits &amp; governance standards;</li> <li>Swim Ireland ESG Policy Statement published, supported by Action Plans to deliver Diversity, Inclusion and Sustainability targets.</li> <li>Athlete commissions established and providing an effective voice for athletes within the sport;</li> </ul>
<ul style="list-style-type: none"> <li>Be considered a leader in the international aquatic world.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and/or support the development of best practice in European and World Swimming through our safeguarding, participation and education and other programmes.</li> <li>Influence policy at International level.</li> <li>Identify and nominate suitably experienced Swim Ireland staff/members for positions on LEN and FINA Committees.</li> <li>Explore the feasibility of hosting an International event (s) in Ireland during the timeframe of this strategy and beyond.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding through EPSI partnerships, LEN and/or Erasmus+ funding to drive relevant projects that can influence standards and activities at European and World Level.</li> <li>Maintain our influence through continued representation (of at least 3 nominees) on FINA and LEN Committee/Bureau.</li> <li>Strategic partnerships in place with other Federations and others to promote research in the aquatics and/or programme and project development.</li> </ul>
<ul style="list-style-type: none"> <li>Grow the commercial income base to enable re-investment into our sport.</li> </ul>	<ul style="list-style-type: none"> <li>Build a commercial plan and pricing strategy for SI products with agreed targets for 'internal' revenue generation;</li> <li>Secure an appropriate commercial partner and continue to diversify income streams;</li> </ul>	<ul style="list-style-type: none"> <li>Monitor self-generated income performance during 2022 and use this as our basis for growth in 2023 to 2026, at a minimum hold this level of income annually across 2023 to 2026 and seek to increase education and participation income streams by 2% year on year thereafter.</li> <li>At a minimum, seek to maintain both our ranking and level of Sport Ireland funding while simultaneously, aim to increase our self-generated income to 50% annually.</li> <li>New commercial partners secured.</li> </ul>

## FOCUS AREA 5: Organisational Excellence continued

We will ...	How we will do it ...	How we will measure success ...
<ul style="list-style-type: none"> <li>• Ensure we are values driven in how we operate and develop our people (professional and volunteer force).</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify our values and behaviours;</li> <li>• Create a staff talent and development plan;</li> </ul>	<ul style="list-style-type: none"> <li>• Values and behaviours embedded across organisation;</li> <li>• Staff engagement surveys to review and monitor Staff satisfaction levels.</li> </ul>
<ul style="list-style-type: none"> <li>• Plan our resources and financial structures to support the delivery of our ambitions.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop our resourcing plan to support delivery of strategy and objectives;</li> <li>• Succession plans developed and people development plans established for key personnel.</li> <li>• Manage our financial governance to include our financial and reserves policy based on Board direction.</li> </ul>	<ul style="list-style-type: none"> <li>• Reserves to hold steady over the cycle in line with the Reserves Policy.</li> <li>• Succession plans in place for key roles across the organisation.</li> <li>• Increased funding recognising the priority sport of Swimming.</li> </ul>
<ul style="list-style-type: none"> <li>• Through advocacy and education continue to develop linkages, support and influence across the leisure industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to drive standards and best practice in aquatic education;</li> <li>• Work with Ireland Active to support the Industry;</li> <li>• Establish a register of aquatic professionals across the industry;</li> <li>• Seek funding to support the Industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive relationships between Swim Ireland and the Industry generally.</li> <li>• Swim Ireland viewed as the leading partner for the Industry.</li> <li>• Register of Aquatic Professionals is live on Swim Ireland website featuring a minimum of 50 coaches and teachers.</li> <li>• A significantly increased number of Swim Ireland programmes in facilities.</li> </ul>
<ul style="list-style-type: none"> <li>• Promote the life skill, the sport and the people of swimming to help deliver our vision.</li> </ul>	<ul style="list-style-type: none"> <li>• Reposition the Swim Ireland brand to reflect our new mission and focus (aligned to a broader role reflecting swimming as a life skill);</li> <li>• Develop and deliver a new Communications Framework for Swim Ireland that supports the delivery of the new Swim Ireland Strategy and in particular seeking to reach out and involve those in our sport who are not currently part of our community.</li> <li>• Continue to profile our athletes and our sport in advance of and at the 2024 Olympic Games.</li> </ul>	<ul style="list-style-type: none"> <li>• Brand review and repositioning complete in line with the new Strategic Plan.</li> <li>• Communications Framework embedded across all departments and reflected in all public facing messaging and documentation resulting in a wider and more diverse community.</li> <li>• Top aquatic athletes profiled and achievements captured nationally.</li> <li>• Swim Ireland &amp; swimming recognised more for the importance of swimming as a life skill rather than competitive swimming.</li> </ul>
<ul style="list-style-type: none"> <li>• Promote a Career in Aquatics as a professional pathway for individuals.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with industry stakeholders to support the recruitment and training of swimming teachers and lifeguards.</li> <li>• Create pathways for a more diverse workforce of teachers, coaches and lifeguards.</li> <li>• Further develop our coaching pathway.</li> <li>• Continue to offer Apprentice Coach opportunities within National Performance Centres.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 10 industry partners committed to recruitment and training programme.</li> <li>• A more diverse workforce in our clubs and in the Industry.</li> </ul>





The Swim Ireland Values and Behaviours will guide the delivery of this Strategy and will be evidenced by Swim Ireland staff, volunteers, athletes and workforce in their actions.

**SWIM  
IRELAND**

# Values & Behaviours

S

## **Skills, Professionalism & Knowledge**

We harness our skills, knowledge, and experience in an always professional manner, to allow us to continually grow and develop Swim Ireland..

W

## **Wellbeing & Inclusivity**

We aim to be inclusive and welcoming in our sport, seeking to empower everyone to participate in a safe and enjoyable environment, where everyone is treated with the same level of respect, equality and importance.

I

## **Integrity & Excellence in Governance**

We see governance as the central pillar to a successful, high performing organisation whereby honesty and transparency is key.

M

## **My Passion, Our Vision!**

We are purposeful, driven and passionate in the pursuit of our vision and the delivery of our objectives and services across the organisation.

## **Teamwork & Collaboration**

We work together and empower each other with a clarity of purpose and vision in all of our working relationships to achieve optimal success in all we do.

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