



# Select Committee on the 2026 Commonwealth Games Bid

**Hearing Date: 23 October 2023**

**Questions taken on notice**

**Directed to: Swimming Victoria**

**Received Date:** 27 February 2024

1. **Joe McCracken, page 65**

**Question Asked to Jason Hellwig:**

Are there any notes from that meeting or anything like that that were taken? Any notes at all would be very helpful for us.

**Response:**

Meeting date/time: 30 May 2023, 11am, On-line

Government persons included in the meeting invitation:

Adam J Renfrey, Kathryn J Dugdale & Nick Heffernen - DJSIR  
Jacqui Stephenson & Amanda Harris - Development Victoria

Tamara Shepherd, Jodie Hawkins and Sam Watson attended from Swimming Australia, along with me from Swimming Victoria.

Others, including the Architects, participated in the meeting but were not included on the electronic invitation I received.

2. **Joe McCracken, page 66**

**Question Asked to Jason Hellwig:**

Do you know who actually called that meeting – which department, or which person, rather?

**Response:** Response to Q1

3. **David Davis, page 72**

**Question Asked to Jason Hellwig:**

David DAVIS: And do you have a favoured plan? Is there a planning document that points to the deficiencies and how they could be dealt with?

Jason HELLWIG: Yes, we have got a clarity around where our growth pieces are and where the critical stress points are for the sport. As a general piece there are probably four to six regional venues around the state that we would like to see focused on.

David DAVIS: It would be helpful for us to see that, to actually have a copy of that if that is possible.

**Response:** For regional Victoria our critical stress and opportunity points are:

1. Remediation or replacement of ageing infrastructure (See response to 4. Below)
2. Upgrading of existing or development of new facilities capable of hosting large community/school/sport events and Championships (including Indoor Competitions) in each Regional area.

Our strategic plan is attached, along with our most recent 6-monthly report on progress and statements of intention for the coming 6-months.

4. **Melina Bath, page 79**

**Question Asked to Jason Hellwig:**

Right, but if we are looking at facilities building – now, the GRAC cost somewhere like \$50 million itself, and you have got a long list. I am assuming you could provide us with a list of facilities that you would like to see. You have mentioned MSAC, but are there others? Could you give us, I guess, a profile on your top 10 or top 20 that need to be improved in Victoria?

**Response:**

Access to quality facilities and water space is a critical ingredient for the growth and development of swimming in Victoria and the many benefits the sport generates for individuals and communities.

However, access to quality facilities is a persistent challenge across all levels of the sport, from high performance and events through to club and community swimming, including in regional Victoria where there is generally an ageing portfolio of publicly owned aquatic infrastructure.

Royal Life Saving Australia has identified 500 public pools across Australia that will require replacement or refurbishment over the next decade – 40% of Australia’s total public pools – with regional and remote communities the most likely to be impacted by this challenge<sup>1</sup>.

These findings are consistent with the feedback and lived experience of our clubs and members across Victoria, where there are challenges to serve the needs of swimming training and competition. These challenges typically include:

- inadequate access to consistent lane space for training;
- affordability of venue hire and access;
- limited changerooms and suitable dry land training space;
- ageing facilities and technology;
- restricted seasonal access;
- unsuitable amenities for competitions and events;
- temporary and permanent pool closures in response to increased maintenance and operating costs.

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<sup>1</sup> [Royal Life Saving Australia, State of Aquatic Infrastructure Report, 2022](#)

Whilst Swimming Victoria, its clubs and members regularly grapple with these challenges it is important to note that Swimming Victoria, its clubs and members do not own or operate any aquatic facilities in Victoria, nor are we sufficiently resourced to maintain comprehensive data on the state of the hundreds of aquatic venues in Victoria.

We share access to these facilities with a range of other users, with similar challenges, and we have a shared interest in their maintenance and development.

The Committee may wish to consider a recommendation that the Government undertakes a comprehensive audit of Victoria's aquatic infrastructure and facilities to inform the development of an aquatic infrastructure and facilities investment strategy that responds to the needs of communities across regional and metropolitan Victoria.

Such an audit and strategy development process could be undertaken in collaboration with local government, the aquatic industry, sports and other community user groups.

In the absence of a dedicated audit and strategy, we can provide anecdotal evidence of some aquatic facilities challenges and the benefits of aquatic facilities investment, where it has occurred. For example:

- the growth of Moe Amateur Swimming Club is severely constrained by restricted access to Moe Outdoor Pool for training and competition. The unheated outdoor facility is open for less than four months annually and only on days when the forecast temperature is above 25°C. The installation of a sustainable heating solution would support the club to grow swimming participation in the Moe community.
- over the past decade, Victoria's annual Country Short Course Swimming Championships have been limited to just two venues that meet competition requirements – in Wangaratta and Ballarat. The Championships attract more than 500 competitors, 35 clubs and up to 2,000 spectators and hosting them provides a significant boost to the swimming community and local economy in that area. Unfortunately, inadequate facilities mean the majority of swimming clubs and communities in regional Victoria are missing out on the benefits associated with hosting these events, constraining the growth of swimming participation in these areas.
- the new Gippsland Regional Aquatic Centre in Traralgon<sup>2</sup> is one of the state's leading regional venues and it will host the 2024 Country Short

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<sup>2</sup> [Swimming Victoria, Gippsland to host 2024 Victorian Country SC Championships, 11 October 2023](#)

Course Swimming Championships. The venue, developed with the support of the Victorian Government and Latrobe City Council, includes an eight lane x 50m indoor pool with moveable boom and spectator seating.

5. **Melina Bath, page 79**

**Question Asked to Jason Hellwig:**

... You also mentioned the 60 regional clubs, which are fantastic, and we have some fantastic ones in Eastern Victoria Region and indeed many familiar to me. Would you be able to provide a list of those to us? I think we have talked about it, but would you mind providing that list?

**Response:**

The list of Country Clubs is attached.



# **SWIMMING 2028 - INSPIRING VICTORIA TO SWIM**

SWIMMING VICTORIA  
STRATEGIC PLAN 2021-28



# SWIMMING 2028

## - INSPIRING VICTORIA TO SWIM

This year, Swimming Australia released its 2022-2032 (Our Decade of Opportunity) Strategic Plan. Swimming Victoria (SV) supports the direction Swimming Australia is taking to 'inspire Australia to swim' as we power towards the 2032 home Olympic and Paralympic Games. This document, **Swimming 2028 - Inspiring Victoria to Swim**, reflects this alignment and outlines Swimming Victoria's Strategic Plan for 2021 – 2028.

Swimming Victoria's operations between 2021 and 2028 will be guided by this document, which will be used by staff, monitored by the Board and formally reviewed annually. Importantly, Swimming Victoria will develop annual operational plans which incorporate financial allocations for each strategic initiative being implemented during the relevant 12-month period. We will successfully complete our projects in a timely manner, to the highest possible standard, and ensure the financial management of Swimming Victoria remains sound at all times.

Between 2022 and 2028 we will monitor and measure our progress against a range of internal and external success indicators outlined in this Strategic Plan, and against key performance indicators set out in our annual operational plans. In particular, we will monitor the number, and diversity, of people engaging in competitive swimming, focusing on how, when, where, how often and why they participate. We will also measure satisfaction levels across a range of areas, including state competitions, coach, official and volunteer development and support resources, staff and director satisfaction, commercial and broadcast partners, government partners, and others, to ensure we do what we say we will do, and that we are doing it well.

We are committed to collaborating with purpose with Swimming Australia in areas of strategic alignment, for the benefit of Swimming in Victoria and nationally. This aligned and collaborative approach will help us achieve our strategic objectives and, in doing so, achieve our purpose...**“to grow participation and enhance the experience of competitive swimming in Victoria”**.

**SWIMMING 2028 – INSPIRING VICTORIA TO SWIM  
WILL BE DELIVERED BY LIVING OUR VALUES AND  
WORKING TOGETHER AS ONE SWIMMING COMMUNITY.**

## **WHO WE ARE**

Swimming Victoria is the governing sporting association for swimming in Victoria. Established in 1893, we are a not-for-profit organisation governed by a voluntary Board of Directors. Today, we represent the interests of some 130 swimming clubs and over 11,500 members. For 126 years, we have been providing services and support to registered clubs, members and many partner organisations, and we believe there is a bright future ahead.

## **OUR CHALLENGES**

This Strategic Plan was developed in 2021, after a time of unprecedented change which started with the 2020 Victorian bushfires, followed by the COVID-19 pandemic. In times of disruption and difficulty, swimming can provide many benefits to individuals and communities by keeping us healthy, contributing to increased mental health and wellbeing, providing opportunities for learning and development, and for much-needed social connection and inspiration. As we move forward Swimming will need to continue to champion fairness and equality for all as well as tackle the challenges of racism and discrimination in constantly changing landscape.

Providing these benefits and opportunities is not always easy. Challenges to increased participation include difficulty of access to facilities, exacerbated by COVID-19, the cost of participation, and increased competition both from sports which demand less time and effort and from other pursuits. This makes it harder to attract and retain athletes, but we are committed to adapting to this new world, and to making swimming more inclusive and appealing to more Victorians, particularly under-represented groups in our communities.

## **OUR OPPORTUNITIES**

The impacts of COVID-19 and a changing sport and active recreation landscape also create opportunities. Swimming Victoria is well placed to capitalise on these and is committed to taking an 'opportunity-focused approach' to planning. This will ensure we can address challenges and ensure a sustainable future for Swimming Victoria and a thriving competitive swimming program in our State. Importantly, it will also position us to capitalise on the plethora of opportunities and excitement created by a home Olympic and Paralympic Games in 2032.

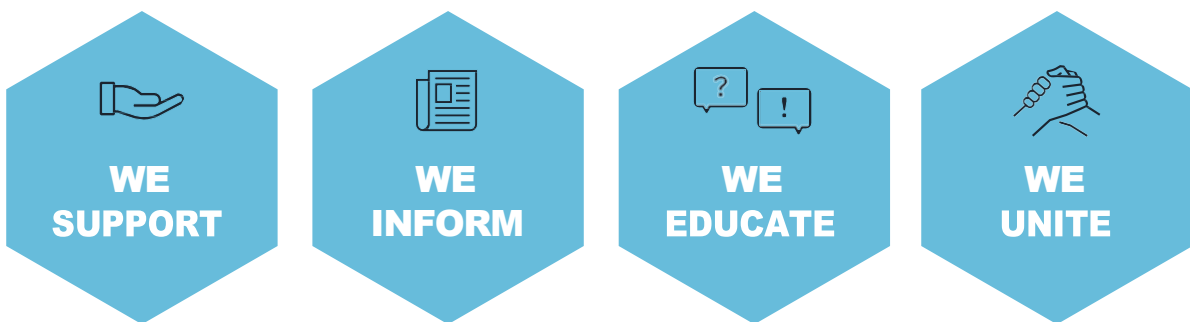
## **ALIGNED PLANNING FRAMEWORK**

Swimming Victoria is committed to aligning our Strategic Plan to the direction taken by Swimming Australia in its most recent Strategic Plan, which looks forward to the home Olympic and Paralympic Games in 2032. While reflecting our mutual priorities, Swimming Victoria will ensure we keep the needs of our Member Clubs and local swimming community 'front and centre'. We will fulfil our roles and responsibilities here in Victoria to the very best of our ability – always!

## OUR PURPOSE

To grow participation and enhance the experience of competitive swimming in Victoria.

## OUR ROLES



-  **WE SUPPORT** the development and continued delivery of enjoyable and engaging competitions for all swimmers and fans.
-  We collaborate with clubs and districts to **SUPPORT** them to achieve their goals and provide great service to their members.
-  **WE INFORM** swimmers and families to help them effectively navigate the sport at all levels of competition.
-  **WE SUPPORT** the **EDUCATION** for our coaches, technical officials, staff, volunteers and swimmers, so they can be their best.
-  **WE UNITE** the Swimming Community – including clubs and districts, members, families, coaches, volunteers, officials, facility owners, Swimming Australia and other partners.



## OUR PRIORITIES



### SAFE AND INCLUSIVE SWIMMING ENVIRONMENTS



### QUALITY PROGRAMS AND ACTIVITIES FOR ALL MEMBERS



### STRONG AND COLLABORATIVE ORGANISATION

1

#### SAFE AND INCLUSIVE SWIMMING ENVIRONMENTS

##### We will:

- Work with Swimming Australia, clubs, districts and partners to implement the national Swimming Safety and Integrity Framework.
- Retain current members and attract new members.
- Attract more participants from underrepresented community groups to swimming – as swimmers, coaches, officials, volunteers and fans.

2

#### QUALITY PROGRAMS AND ACTIVITIES FOR ALL MEMBERS

##### We will:

- Support the design and delivery of quality competitions for all swimmers and fans, through data-driven innovation.
- Work with clubs, districts and partners to attract, train, support and retain quality coaches and officials, to provide enhanced swimming experiences.
- Create opportunities and pathways for all swimmers to compete.
- Leverage our competitions to attract new swimmers and fans to the support and retain those currently involved.

3

#### STRONG AND COLLABORATIVE ORGANISATION

##### We will:

- Remain a financially and environmentally sustainable organisation.
- Use data and insights to drive our decision-making.
- Proactively attract, train, support and retain staff and volunteers who love swimming and are committed to achieving our purpose.
- Work with clubs and districts to ensure good governance, operating structures and systems are in place at swimming's core.

**GROW PARTICIPATION AND ENHANCE THE EXPERIENCE OF COMPETITIVE SWIMMING IN VICTORIA**

## OUR VALUES

1

### COURAGE

We are bold, decisive and resilient. We are committed to having crucial conversations and acting in the best interests of members and the swimming community.

2

### UNITY

We act with honesty, authenticity and integrity. We are proud and inclusive. We collaborate with purpose for the benefit of Swimming.

3

### EXCELLENCE

We do what we say. We are professional and respectful in all we do. We fuel the passion for swimming.



## DIVE IN! THE SWIMMING VICTORIA ACTION PLAN

Outlined on the following pages are the actions we plan to take to progress each of the three priority areas identified in the Swimming Victoria strategy, together with the success indicators associated with each area. This maps out a clear plan of action, with defined goals and outcomes against which our performance can be measured.

**CORE** initiatives are those which are already being implemented and which we will continue to provide.

**EXPLORE** initiatives are the those which are bold, innovative, or different from what we have previously delivered.



**BY ARTICULATING OUR INTENT, WE GIVE PURPOSE TO OUR PLANNING AND POWER TO OUR ACTIONS. BY SETTING SUCCESS INDICATORS, WE KNOW WHEN WE ARE DOING WHAT WE SAY WE WILL DO.**

## SAFE AND INCLUSIVE SWIMMING ENVIRONMENTS

Defend our core by:	Explore by:
Continuing to implement the national Swimming Safety and Integrity Framework.	Evaluating the effectiveness of WWCC, and continue to develop robust safe-guarding policies, practices and guidelines to support clubs and others involved in supporting swimming.
Embedding inclusive languages, behaviours and practices to create a welcoming and accessible environment for all.	Developing and implementing a Swimming in Victoria Diversity and Inclusion Framework.
Actively encouraging all those who work with children within our Swimming Victoria community to maintain current working with children checks (WWCC).	Ensuring Swimming Victoria communications, bylaws and policies utilise accessible and inclusive language, aligned with Australian Swimming Coaches and Teachers Association Victoria (asctaVIC) and Sport and Recreation Victoria (SRV) programs.
Continuing to promote Board diversity to ensure the Victorian swimming community benefits from a variety of experience and opinion.	Developing and implementing a Swimming Victoria future strategy to ensure water space is available for the long term.
Working with clubs to improve club management committee diversity, so that representation reflects our communities.	Developing and implementing a Female High Performance Coaching Framework.

### We will know we are excelling when we see...

- ...that our stakeholders are more aware of inappropriate conduct and know how to report it.
- ...a significant increase in the diversity of our community.
- ...more people, from more diverse backgrounds, doing safety, diversity and inclusion training.
- ...more integrated compliance reporting to our Board about WWCC's and the Safe Sport Framework.
- ...inclusive language and images used in all Swimming Victoria publications.
- ...demographic data accessed and used to support diversity and inclusion initiatives.
- ...swimmers, coaches, officials and volunteers participating for longer in swimming.
- ...a growing footprint across clubs and facilities, making participation in competitive swimming more accessible for more people.

## QUALITY PROGRAMS AND ACTIVITIES FOR ALL MEMBERS

### Defend our core by:

Continuing to critically review programs and competitions, study best practice and aim for continuous improvement with our delivery.

Engaging with media and pursuing promotional opportunities to showcase our competitions.

Making sure we provide accessible and relevant professional development for clubs, coaches, technical officials, event hosts and other individuals, so they can help us deliver quality and contemporary competitions.

Encouraging, educating and supporting all members to continue their lifelong participation in swimming.

Supporting clubs to build their culture and to deliver quality and contemporary competitions and programs.

### Explore by:

Investigating and implementing new ways to improve the fan experience and atmosphere at competitions.

Engaging with new media channels and platforms to build profile, increase reach and promote competition growth.

Identifying and embarking on digital partnerships to broaden fan opportunities and enhance their experience.

Developing an elite culture that grows and retains high quality swimmers, coaches and volunteers and attracts talent from other states.

Collecting feedback from competitors, fans and volunteers on our competitions and programs to inform our planning.

### We will know we are excelling when we see...

...data showing more people are satisfied and engaged with our competitions and programs.

...more swimmers and fans participating in our competitions and programs.

...more Victorian swimmers, coaches and technical officials participating in national-level competitions.

...the progression of athletes and coaches through the Development programs from year to year.

...an increase in the number of clubs running new and innovative competitions.

...more qualified coaches and technical officials actively operating in clubs.

...more coaches, technical officials and club volunteers, from more diverse backgrounds, accessing training and development opportunities.

...better relationships with our media partners, leading to a better connection with swimming's growing audience.

## STRONG, COLLABORATIVE ORGANISATION

Defend our core by:	Explore by:
Continuing to implement sound financial and business governance, to ensure SV's financial sustainability.	Developing a commercial and brand strategy designed to increase revenue, diversify revenue streams, and mitigate new financial risks.
Continuing to foster and grow our relationships with our current partners to maximise value and mutual benefit.	Mapping partnership outcomes to build and strengthen current partnerships, and help identify and pursue future partnerships aligned to our defined objectives.
Achieving and promoting all Sport Australia Governance Standards.	Ensuring relevant professional development opportunities are accessed by all Swimming Victoria Board and staff members.
Maintaining our strong and ongoing engagement with our members.	Implementing a club development strategy to strengthen swimming's core.
Reviewing our environmental footprint and looking for ways to improve sustainability and reduce our impact.	Taking action towards maximising sustainability and environmental impact, as laid out in the UN Sport for Climate Action Framework Principles.
Maintaining investment in data capture and systems like, SV's Member Insight Survey (MIS) to ensure data-driven decision making.	Utilising our growth in knowledge to drive change and use evidence to plan for impact.
We will know we are excelling when we see...	
...increased revenue and greater diversity of our revenue streams.	
...contemporary digital and IT systems in place to support the growth and performance monitoring of our business.	
...all Sport Australia Governance Standards achieved within our Board and Advisory Committees.	
...the Nominations and Remunerations Committee implementing Board succession planning strategies.	
...more clubs connected to digital platforms, to provide insights into current capability and connect with tools and resources to build and support ongoing development.	
...more clubs promoting Swimming Australia and Swimming Victoria policies and procedures.	
...improvements in our net promoter score indicator captured through the MIS.	
...healthier key partnerships as measured by the Partnership Assessment Tool (VicHealth).	
...increased response and completion rates for Swimming Victoria surveys.	
...UN Sport for Climate Action Framework principles embedded into our planning and operations.	





# SWIMMING VICTORIA

INSPIRING VICTORIA TO SWIM

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## STRATEGIC PROGRESS REPORT

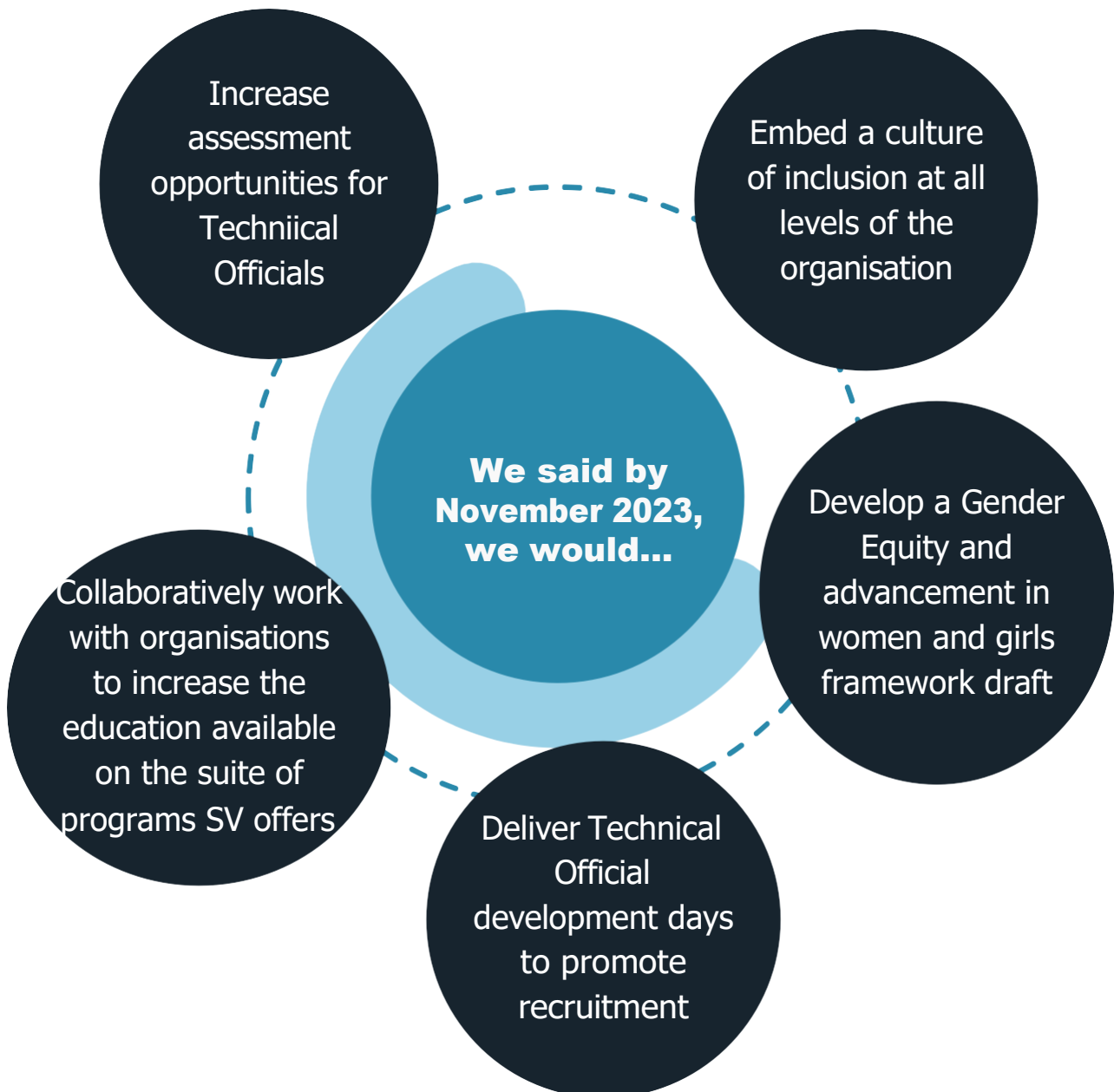
**“WE SAID BY NOVEMBER 2023,  
WE WOULD...”**



# SAFE AND INCLUSIVE ENVIRONMENTS






[Review our strategy here](#)

## SAFE AND INCLUSIVE ENVIRONMENTS



# SAFE AND INCLUSIVE ENVIRONMENTS

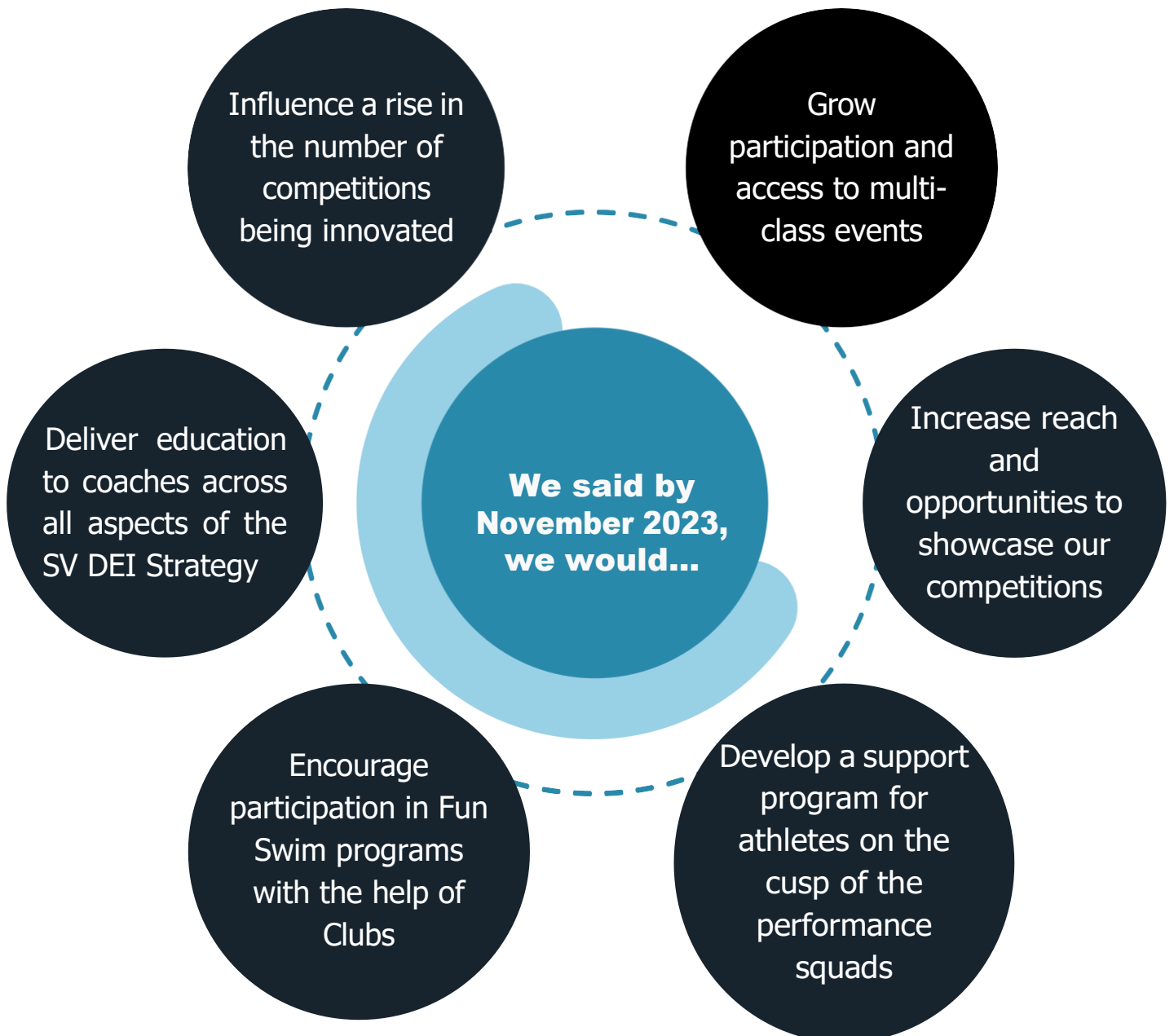
## How are we doing?

		Did we do what we said we would?		Comments / Links
1	Increase assessment opportunities for Technical Officials			While there were still opportunities for assessment at SV meets, current structures and procedures prevented us from <b>increasing</b> opportunities for TOs to be assessed at SV events.
2	Embed a culture of inclusion at all levels of the organisation			DEI Strategy launched in May, with action items in progress: <ul style="list-style-type: none"> <li>• Women &amp; Girls framework</li> <li>• Build on the Abilities Program</li> <li>• TMA Safer Swimming Spaces &amp; Leading through Diversity</li> </ul>
3	Develop a Gender Equity and advancement in women and girls framework draft			Throughout October and November, conducted Stakeholder engagement sessions and Community Focus groups to inform the Action Plan. To be launched in December 2023
4	Collaboratively work with organisations to increase the education available on the suite of programs SV offers			We partnered with subject matter experts to deliver education on Governance, Social Media Safety and Regulatory compliance
5	Deliver Technical Official development days to promote recruitment			Conducted Workforce Culture, Technical Procedures and Hawk-Eye Training to established, new and aspiring Technical Officials.

# QUALITY PROGRAMS AND ACTIVITIES FOR ALL MEMBERS







[Review our strategy here](#)

## QUALITY PROGRAMS AND ACTIVITIES FOR ALL MEMBERS



# QUALITY PROGRAMS AND ACTIVITIES FOR ALL MEMBERS

How are we doing?

		Did we do what we said we would?		Comments / Links
1	Influence a rise in the number of competitions being innovated			Increased offerings of combined Para & Able bodied relays, increasing competitive relay opportunities for para athletes. Hawk-Eye available for School, Club & District bookings at MSAC
2	Grow participation and access to multi-class events			Removed qualifying times for MC competitions (exc. Age & Open Championships) to encourage more Para swimming participation at SV events.
3	Increase reach and opportunities to showcase our competitions			Signed contract with KAYO Freebies to increase the reach of viewership of SV competitions.
4	Develop a support program for athletes on the cusp of the performance squads			Invitation to all athletes on the cusp of pathways squads to participate in a PHD study with VIS
5	Encourage participation in Fun Swim programs with the help of Clubs			Piloted FUN SWIM programs in July & September school holidays, with a total of 8 programs & 168 participants. Presented at SWIMCON and have 23 Clubs & LTS registering interest to facilitate programs this summer
6	Deliver education to coaches across all aspects of the SV DEI Strategy			Victorian State Conference for all coaches that included DEI awareness training, PD at all pathways sessions, advocated for Para classification & access training in the Foundation course

# **STRONG, COLLABORATIVE ORGANISATION**

[Review our strategy here](#)




## STRONG, COLLABORATIVE ORGANISATION





# STRONG, COLLABORATIVE ORGANISATION

How are we doing?

By November		Did we do what we said we would?		Comments / Links
1	Develop a draft of Swimming Victoria's Sustainability plan			Working group has been established, currently in the development stage of designing stakeholder consults and community engagement research.
2	Assess performance of our Board against the Sport Australia Governance Standards (SGS)			Across the 9 Principles (that includes 35 SGS), SV scored an average of 3.12 out of 4, compared to the State average of 2.68 and the National average of 2.65. See report <a href="#">here</a>
3	Actively build and strengthen the knowledge and capacity of communities using culturally intelligent strategies to ensure a better understanding of our role.			Build working groups and committees of diverse cohorts of people to strengthen our knowledge for the role we play: <ul style="list-style-type: none"> <li>• Women &amp; Girls focus group</li> <li>• Sustainability Working group</li> <li>• Data &amp; Insights working group</li> <li>• DEI Strategy working group</li> <li>• Officials Working group (Transformation project)</li> </ul>



# SWIMMING VICTORIA

INSPIRING VICTORIA TO SWIM

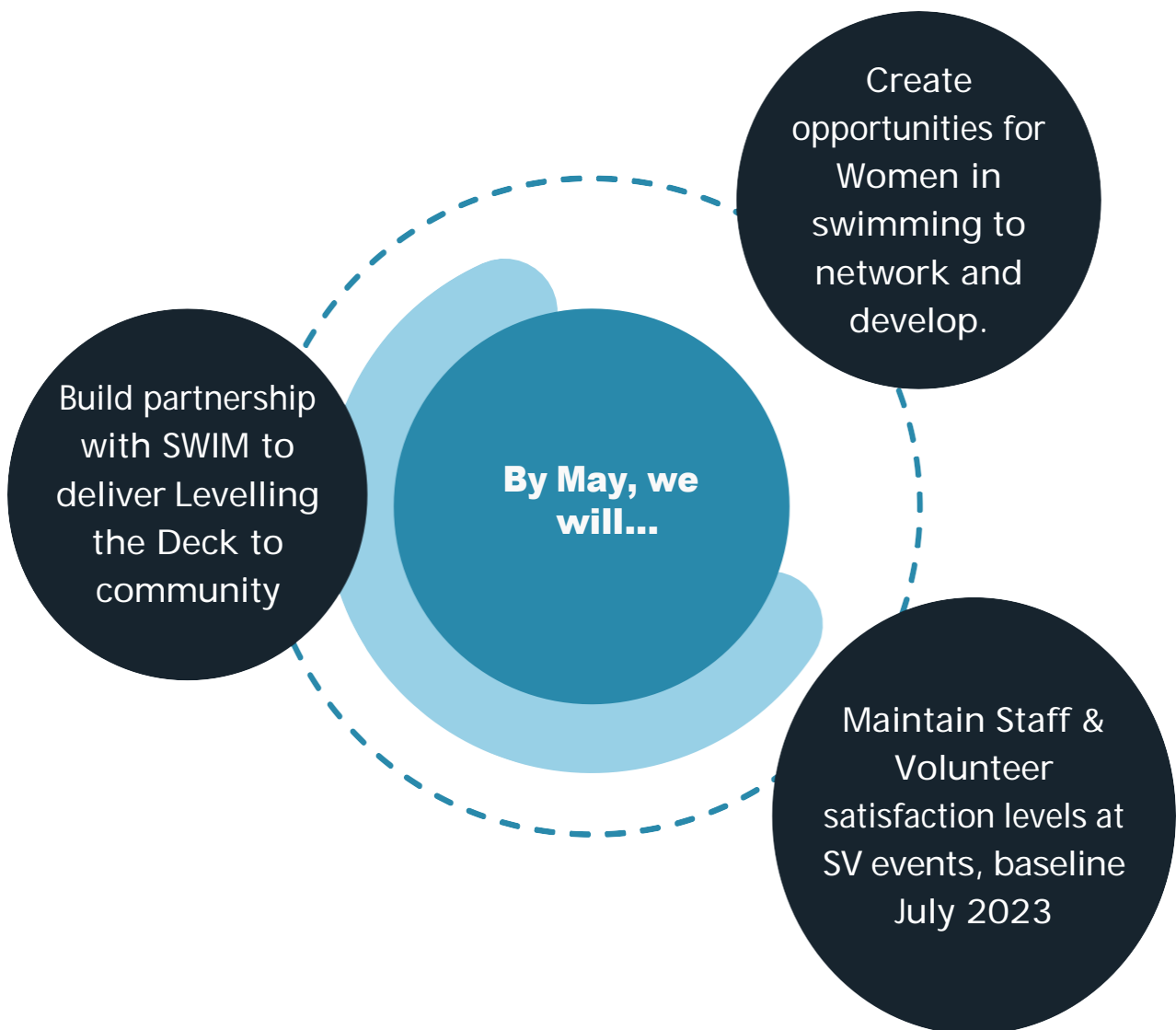
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**OPERATIONAL FORECASTING  
AND REPORTING  
NOVEMBER 2023**

# SAFE AND INCLUSIVE ENVIRONMENTS







[Review our strategy here](#)

## SAFE AND INCLUSIVE ENVIRONMENTS



# SAFE AND INCLUSIVE ENVIRONMENTS

How are we doing? *Update to be published May 2024*

		Did we do what we said we would?		Comments / Links
1	Build partnership with SWIM to deliver Levelling the Deck to community			
2	Create opportunities for Women in swimming to network and develop.			
3	Maintain Staff & Volunteer satisfaction levels at SV events, baseline July 2023			

# QUALITY PROGRAMS AND ACTIVITIES FOR ALL MEMBERS













[Review our strategy here](#)

## QUALITY PROGRAMS AND ACTIVITIES FOR ALL MEMBERS



# QUALITY PROGRAMS AND ACTIVITIES FOR ALL MEMBERS

How are we doing? *Update to be published May 2024*

		Did we do what we said we would?		Comments / Links
1	Innovate Club Awards for Championship events			
2	Increase awareness of assessment opportunities for Technical Officials			
3	Increase Live Stream presenter team positions to include Crowd and Pool deck interviews			
4	Develop a Women's coaching framework draft for Foundation coach to beyond			
5	Deliver Technical Official development plan in conjunction with TODC			
6	Develop a plan to attract and recruit coaches to work with Victorian clubs and squads			



# **STRONG, COLLABORATIVE ORGANISATION**









[Review our strategy here](#)

## STRONG, COLLABORATIVE ORGANISATION



## STRONG, COLLABORATIVE ORGANISATION

How are we doing? *Update to be published May 2024*

By November		Did we do what we said we would?		Comments / Links
1	Begin our Rainbow Roadmap with Proud 2 Play			
2	Create a Governance toolkit for Clubs and Districts			
3	Establish diversity benchmarks through insight collation and analysis via Community Consults, and begin co-design process for training & awareness resources.			
4	Consult with community on opportunities to innovate SV membership offerings			

## Swimming Victoria Registered Districts and Clubs as of 1/02/2024

### COUNTRY DISTRICTS

D10 - Sunraysia		
Irymple Swimming Club		IRY
Mildura Swimming Club Inc.		MDA
Murray Darling ASC - Victoria		MRDL
Red Cliffs Swimming Club		REC
Robinvale Swimming Club		ROB

D12 - Wimmera		
Ararat Swimming Club Inc		ART
Horsham Swimming Club Inc		HOR
St Arnaud & District Swimming Club Inc		STD
Warracknabeal Swimming Club		WAR

D15 - Central		
Bendigo East Swimming Club		BDE
Bendigo Hawks Aquatic		BHA
Castlemaine Amateur Swimming Club Inc.		CLM
Echuca Swimming Club Inc		ECH
Gisborne Thunder Swimming Club Inc		GBES
Kangaroo Flat		KAF
Kerang Amateur Swimming & Life Saving Club		KER
Maryborough Swimming Club (Victoria)		MYH
Nyah Two Bays/Swan Hill ASC Inc		NTBSH
Tongala Swimming Club		TON

D21 - Gippsland		
East Gippsland Water Dragons Inc		EGWD
Moe Amateur Swimming Club Inc		MOE
Morwell Swimming Club Inc.		MWL
Sale Swimming Club		SLE
South Gippsland Bass Swimming Club		SGB
Traralgon Swimming Club Inc		TRL
Warragul Swimming Club		WGL

D22 - Hume & Upper Goulburn		
Kilmore Swimming Club		KIL
Mansfield Swimming Club Inc. (Victoria)		MAN
Seymour & District Amateur Swimming Club		SEY
Yea Water Tigers Amateur Swimming Club		YWT

D16 - Midlands		
Ballarat GCO Swimming Club Inc		BGCO
Ballarat Gold Swimming Club Inc		BGOLD
Ballarat Swimming Club Inc		BLRT

D19 - Goulburn Valley		
Benalla Swimming Club		BEN
Kyabram Swimming Club		KYM
Shepparton Swimming Club		SHN

D20 - Ovens & Murray		
Beechworth Swimming Club Inc.		BSC
Corryong AmateurSwimming Club		COY
Mt Beauty Amateur Swimming Club Inc		MTB
Myrtleford Amateur Swimming Club		MFD
Rutherglen Swimming Club Inc		RUT
Tallangatta Amateur Swimming Club		TAL
Wangaratta Amateur Swimming Club		WAN
Wangaratta Stingrays Swimming Club Inc.		WSSC
Wodonga Amateur Swimming Club		WOD
Wodonga City Swimming Club		WDCI
Yarrowonga Mulwala Swimming Club Inc.		YAM

D23 - Barwon South West		
Casterton Swimming Club		CSN
Cobden Amateur Swimming Club		COB
Colac Swimming Club		CLC
Geelong Sharks Swimming Club		GSH
Geelong Swimming Club Incorporated		GEE
Hamilton Olympic Swimming Club Inc		HAM
Kardinia International College Swimming Club (School Club)		KAIC
Lara Swimming Club		LAR
Portland Swimming Club Inc		POR
Surf Coast Swimming Club Inc.		SUCO
Terang & District Amateur Swimming Club		TER
Timboon Amateur Swimming Club		TIM
Warrnambool Swimming Club		WRN