

Artistic Swimming WA
Strategic Plan
2025-2030



In Synch for Success:
Building a Stronger Artistic Swimming
Community in Western Australia

About this strategic plan: Our vision for our community

This strategy marks a pivotal moment for Artistic Swimming WA. As we move towards the 20-year anniversary of our sport in Western Australia, we want to recognise and celebrate two decades of passion, dedication and progress. The foundations laid by our athletes, coaches, volunteers and clubs have created a vibrant, resilient community—and this strategy builds firmly on that legacy. It is designed not to start from scratch, but to strengthen, streamline and grow what already works.

This strategic plan is a whole of sport plan and it has been shaped directly by the voices of our community. It reflects ideas, feedback and priorities gathered from those who make our sport possible -across metro and regional areas, in grassroots programs and high-performance streams, on pool decks and behind the scenes. Together, we have mapped a clear direction for the next chapter of our sport's evolution.

Structured around five key focus areas - **Our Athletes, Our People, Our Clubs, Our Sport, and Our Future** - the strategy balances immediate action with long-term ambition. Each area includes tangible quick wins alongside larger initiatives that will unfold over the next five years. From participation and visibility to capability and inclusion, we have prioritised what matters most to our community.

Central to this strategy is the belief that our people are our power. By investing in coach development, easing operational burdens on clubs, and creating clear pathways for our athletes and volunteers, we are setting our community up for success. We are committed to creating a sport where everyone can find their place, stay connected, and grow.

In line with broader WA state priorities, we are also committed to deepen engagement with Asian communities in WA and building international connections across the Asia-Pacific region—reflecting our commitment to a more connected, culturally rich sporting future.

This strategy gives us a shared direction and the flexibility to adapt. It is a framework for making decisions, measuring progress, and staying accountable to each other as we work to grow a strong, connected and sustainable future for Artistic Swimming in WA.

We believe Artistic Swimming has something to offer everyone -whether it is building confidence, fitness, teamwork, or a sense of belonging. That is why inclusion sits at the heart of our strategy. We are committed to creating welcoming, accessible pathways for people from all backgrounds and abilities, including those from culturally and linguistically diverse communities, people with disability, and those living in regional areas.

We are also reaching out - partnering with schools, councils and community organisations - to share the many benefits of our sport more widely and inspire more people to become involved.

Strategy on a page

Vision *A welcoming and inspiring Artistic Swimming community in WA—where people of all ages, backgrounds and abilities can connect, grow and succeed, from their first splash to the world stage.*

Mission *We grow Artistic Swimming across WA by promoting safe, healthy and inclusive participation, supporting high-performance success, and investing in people, pathways and partnerships that strengthen our sport and communities.*

Our core values

- **Inclusivity & Belonging** | We create welcoming environments where everyone—regardless of background or ability—feels valued, respected, and connected.
- **Wellbeing & Safety** | We prioritise the physical, mental, and emotional wellbeing of all participants, ensuring safe, supportive spaces and strong safeguarding practices.
- **Excellence & Growth** | We strive for continuous improvement across all levels of the sport, nurturing potential, celebrating progress, and aspiring to be our best.
- **Collaboration & Responsibility** | We work together with honesty, transparency and integrity, upholding high standards and shared accountability in everything we do.
- **Joy & Empowerment** | We believe sport should be enriching and fun—empowering individuals through positive experiences that inspire lifelong engagement.

Our strategic focus areas and objectives

OUR ATHLETES



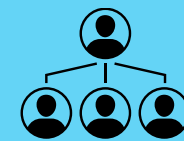
- Strengthen athlete pathways from beginner to elite
- Prioritise technical skill development
- Support athlete health, wellbeing and safety
- Increase participation through innovative and diverse athlete programs

OUR PEOPLE



- Build structured and inclusive professional development programs
- Attract and retain quality people
- Strengthen support and engagement mechanisms
- Increase visibility of roles and contributions

OUR CLUBS



- Support club capability and operations
- Foster club collaboration and resource sharing
- Expand reach and access through regional growth
- Promote visibility of events and calendars

OUR SPORT



- Build a strong and consistent brand presence
- Launch creative and inclusive promotion campaigns
- Strengthen relationships with media and partners
- Strengthen equity, inclusion, and cultural responsiveness

OUR FUTURE



- Diversify revenue streams
- Enhance governance and accountability
- Address barriers to participation and improve access
- Improve operational infrastructure

OUR ATHLETES

We will foster a safe, inclusive, and high-quality athlete experience by strengthening pathways, prioritising wellbeing, and supporting lifelong participation from grassroots to elite levels.

Why is it important?

Athletes are at the heart of our sport. Supporting their development and wellbeing ensures Artistic Swimming remains a rewarding and sustainable pursuit for everyone - from AquaStart beginners to high-performance competitors, and from young children to adults returning to the pool. Artistic Swimming uniquely combines strength, stamina, flexibility, and artistry, offering significant physical and mental health benefits at every stage of life. Whether someone joins for fun, fitness, connection, or elite competition, the sport fosters resilience, creativity, and confidence. By providing clear pathways, celebrating all levels and abilities, and building inclusive environments where everyone can see a future in the sport, we enable long-term engagement and lifelong participation - in and out of the pool.



Strategic Objectives	Quick Win Initiatives	Long-term Initiatives
1. Strengthen athlete pathways from beginner to elite	<ul style="list-style-type: none"> Develop a clear, visual athlete pathway resource to support athlete, parent, and coach understanding of progression options. 	<ul style="list-style-type: none"> Create a tiered competition framework aligned with stages of athlete development. Build partnerships with national/state performance programs to support talented athlete transition to elite levels. Introduce athlete mentoring, buddy and visiting systems to support transitions between levels, including opportunities for athletes to join a higher-level session at the end of term to experience what they're working towards.
2. Prioritise ongoing technical skill development	<ul style="list-style-type: none"> Develop and deliver targeted technical development clinics across key regions to build foundational skills. 	<ul style="list-style-type: none"> Establish a consistent technical curriculum and assessment framework across all clubs and levels. Introduce digital resources (e.g. video libraries or app-based tools) to reinforce technical learning outside the pool.. Introduce non-competitive technical skill showcases or assessments to celebrate progress and motivate development—focusing purely on technique, not figures or routines.
3. Support athlete health, wellbeing and safety	<ul style="list-style-type: none"> Develop and promote accessible resources that outline expected safe and inclusive practices, and support coaches to embed them in daily delivery. 	<ul style="list-style-type: none"> Provide in-depth training for all coaches and volunteers on safeguarding, wellbeing, and inclusive practice—including the implementation of child safety policies and protocols. Embed Safe Sport principles into all programs through consistent education, visible leadership, and regular reflection on practice. Explore partnerships with health professionals to offer targeted wellbeing resources such as mental health support, nutrition education, and injury prevention strategies.
4. Increase participation through innovative and diverse athlete programs	<ul style="list-style-type: none"> Pilot new introductory or modified programs to attract different age groups and abilities. 	<ul style="list-style-type: none"> Embed inclusive design principles into all program offerings, with a focus on accessibility, cultural diversity, and age inclusivity. Build visibility campaigns that highlight diverse athlete stories and participation pathways. Introduce innovative complementary programs, collaborations and events (e.g. dance, gymnastics sessions, non-competitive end-of-term concerts).

OUR PEOPLE

We will attract, develop and retain a high-performing, diverse and valued workforce of coaches, officials and volunteers who are skilled, supported and recognised.



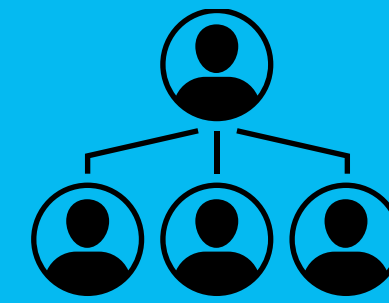
Why is it important?

Our sport thrives on the passion, commitment and skill of the people behind the scenes. Coaches, officials and volunteers are the foundation of every club and competition. Artistic Swimming, in particular, relies on a wide range of roles- from generalist volunteers supporting events to highly trained technical officials and specialised coaches. By investing in structured development pathways, ongoing training, and practical support, we build capability and confidence across our workforce. Creating clear roles, easing administrative burdens, and recognising contributions ensures our people feel valued, stay involved longer, and are equipped to deliver the best possible experiences for our athletes.

Strategic Objectives	Quick Win Initiatives	Long-term Initiatives
1. Attract and retain quality people	<ul style="list-style-type: none"> Promote flexible, bite-sized volunteering options and micro-roles to reduce entry barriers and accommodate busy lifestyles. 	<ul style="list-style-type: none"> Pilot targeted recruitment and appointment initiatives for specific roles (e.g. targeting swim teachers) , supported by mentoring, retention strategies, and succession planning to build capability and continuity across the sport. Create a structured recognition program celebrating contributions across roles and levels (e.g. annual awards, feature stories). Explore incentives or subsidies to reduce costs associated with training or volunteering.
2. Build structured and inclusive professional development programs	<ul style="list-style-type: none"> Map existing coach, official, and volunteer programs and share simple, visual guides to clarify progression opportunities. 	<ul style="list-style-type: none"> Introduce tiered coaching training programs with clear entry points, prior learning recognition levels, and alignment to other national and international standards, including training on specialized topics (e.g. behaviour management, neurodiversity) Develop tailored onboarding and upskilling programs and resources for specific roles (e.g. judges, technical officers, team managers, club committee members) to ensure inclusive and supported entry (incl. "How to" video resources). Establish formal mentoring and co-coaching buddy systems to support people entering and transitioning between levels or roles.
3. Strengthen support and engagement mechanisms	<ul style="list-style-type: none"> Introduce regular community forums or Q&A sessions—online or in-person—to create space for two-way communication, shared learning, and stronger connection across roles and regions. 	<ul style="list-style-type: none"> Establish peer support networks and communities of practice (e.g. club coach groups, volunteer forums) for ongoing connection and knowledge sharing. Provide club-based development visits or drop-ins to offer tailored support and check-ins. Develop a digital hub or app for streamlined communication, access to resources, and feedback collection from the community.
4. Increase visibility of roles and contributions	<ul style="list-style-type: none"> Feature monthly profiles or spotlights on coaches, officials, and volunteers across ASWA’s platforms to raise awareness and appreciation. 	<ul style="list-style-type: none"> Integrate recognition of behind-the-scenes roles into all major events and celebrations (e.g. award ceremonies, announcements). Partner with clubs to co-deliver visibility campaigns that highlight the diversity of roles available and their value. Encourage athletes and clubs to nominate mentors and role models to help build a culture of gratitude and visibility.

OUR CLUBS

We will enable strong, sustainable clubs through shared services, better tools and resources, and localised growth support to meet the needs of their communities.



Why is it important?

Clubs are the delivery arm of our sport- they're where athletes fall in love with the sport, where skills are nurtured, and where lifelong connections begin. Coaches within clubs play a vital role, not just in athlete development but as mentors who support wellbeing, confidence, and personal growth. Strong clubs create inclusive, community-driven environments that inspire commitment and enjoyment. By supporting clubs with the right tools, guidance, and flexibility to meet their unique needs, we strengthen the entire sport- fostering places where athletes, coaches, and volunteers grow together.

Strategic Objectives	Quick Win Initiatives	Long-term Initiatives
1. Support club capability and operations	<ul style="list-style-type: none"> Develop and share a centralised club operations toolkit with essential templates, policies, and guidance to support all clubs in streamlining day-to-day tasks and improving governance. 	<ul style="list-style-type: none"> Offer tailored operational support through a club health check program, identifying areas of strength and improvement. Establish a central club resource hub, with tools, templates, and how-to guides to reduce duplication of effort. Pilot a shared services model (e.g. admin, finance, communications) across smaller clubs to streamline operations and increase sustainability.
2. Foster club collaboration and resource sharing	<ul style="list-style-type: none"> Facilitate a regular club forum (virtual or in-person) to share challenges, successes, and ideas for collaboration. 	<ul style="list-style-type: none"> Create inter-club mentoring relationships to support newer or smaller clubs with guidance from more established ones. Develop a platform or process for sharing club resources—such as training plans, volunteer management tools, or equipment. Coordinate a seasonal joint calendar of friendly meet-up sessions (other than competitions) to foster stronger inter-club relationships and learning opportunities.
3. Expand reach and access through regional growth	<ul style="list-style-type: none"> Map current regional reach and identify high-potential locations for future program delivery or club development. 	<ul style="list-style-type: none"> Launch a regional club development program, including start-up guidance, training, and connection to experienced mentors. Provide incentives or support (e.g. travel subsidies, shared coaches) for metro clubs to run satellite programs in regional areas. Build partnerships with local councils or schools in target areas to co-design and deliver come-and-try or term-based programs.
4. Promote visibility of events and calendars	<ul style="list-style-type: none"> Enhance the existing event calendar by adding more detail, integrating reminders or notifications, and promoting it regularly through club channels and social media. 	<ul style="list-style-type: none"> Facilitate joint annual planning sessions with clubs and key stakeholders to coordinate competitive and non-competitive events, including inter-state and international opportunities. This supports alignment, maximises participation, and helps avoid calendar clashes while improving visibility and access across the year. Introduce an annual showcase or open day event for clubs to demonstrate artistic swimming to new audiences. Work with clubs to align and stagger events across the year, ensuring consistent engagement and minimising conflicts.

OUR SPORT

We will grow Artistic Swimming’s visibility, reach, and reputation in WA by building a bold, inclusive and recognisable brand, launching creative campaigns, deepening media and partner engagement, and celebrating diversity in all its forms.



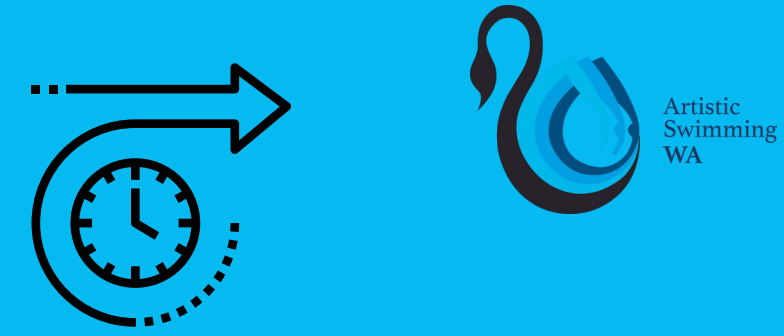
Why is it important?

Raising the visibility of Artistic Swimming is essential for growing participation and strengthening community connection. While often underestimated, Artistic Swimming combines the strength and discipline of sport with the creativity of art- offering both physical and mental health benefits. It’s a uniquely rewarding experience and a meaningful alternative for those seeking something different. Importantly, Artistic Swimming is not here to replace or draw people away from other sports- it complements them, broadening opportunities for engagement in active, healthy lifestyles. As participation grows, so does the chance to discover and nurture high-performance talent, supporting pathways from grassroots to elite levels. By sharing our stories, engaging new audiences – including culturally diverse communities, and showcasing our athletes in dynamic ways, we can shift perceptions, bring new people into our community, and highlight the inclusive, empowering nature of our sport. A more visible sport is more likely to attract athletes, volunteers, partnerships, and investment—fuelling growth and deeper community ties.

Strategic Objectives	Quick Win Initiatives	Long-term Initiatives
1. Build a strong and consistent brand presence	<ul style="list-style-type: none"> Launch a digital campaign with high-energy, trend-aligned content that showcases the sport’s appeal and celebrates our athletes and our community. 	<ul style="list-style-type: none"> Create a unified marketing strategy and brand toolkit for clubs to ensure consistent messaging and visual identity across all platforms and events. Establish a commercial display team to showcase artistic swimming at multisport and community events with consistent branding and messaging. Leverage digital tools to drive engagement,
2. Launch creative promotion campaigns	<ul style="list-style-type: none"> Produce high-impact social media content and events with themes like ‘Bring a Friend’ and ‘Mother’s Day’. 	<ul style="list-style-type: none"> Develop a coordinated marketing strategy with shared toolkits for clubs. Create ongoing themed campaign months to boost engagement. Build a commercial display team to increase public presence.
3. Strengthen relationships with partners and stakeholders in our region	<ul style="list-style-type: none"> Develop a media/corporate sponsorship kit with athlete profiles, key messages, and high-quality imagery for proactive outreach. 	<ul style="list-style-type: none"> Establish regular media engagement and story pitching. Develop corporate sponsorship programs based on common funding or strategic objectives. Establish partnerships with disability and multicultural community organisations and schools to co-design inclusive participation pathways and increase access to artistic swimming programs. Develop reciprocal partnerships with local Asian community organisations and international Artistic Swimming federations in the Asia-Pacific region to support cultural connection, exchange, and participation opportunities.
4. Strengthen equity, inclusion, and cultural responsiveness	<ul style="list-style-type: none"> Review promotional materials to ensure cultural inclusiveness and translate key introductory content into multiple community languages, with a focus on priority languages such as Mandarin and Vietnamese to improve accessibility. 	<ul style="list-style-type: none"> Design and pilot inclusive participation programs that cater specifically to athletes from CALD backgrounds and with disabilities, with modified delivery models and targeted outreach. Develop and deliver inclusion training for coaches, officials and volunteers, focusing on cultural responsiveness, disability awareness, and inclusive coaching strategies. Create an inclusion advisory or ambassador group to provide lived-experience insight, help guide inclusive program development, and champion visibility of underrepresented athletes in the sport.

OUR FUTURE

We will build a strong, sustainable future for Artistic Swimming in WA by diversifying revenue, strengthening governance, improving systems and operations, and removing barriers to participation.



Why is it important?

To secure the long-term health of Artistic Swimming in WA, we must strengthen our foundations—diversifying funding, improving systems, and operating with integrity and accountability. But sustainability is not just about finances and governance; it’s also about equity. We must ensure that everyone—regardless of geography, background, or ability—has a fair opportunity to participate. That means addressing cost, access, and awareness, while expanding our regional reach and embedding inclusive practices at every level. By investing in smarter systems and a more inclusive model now, we build a sport that is not only sustainable, but also open, accessible, and future-ready.

Strategic Objectives	Quick Win Initiatives	Long-term Initiatives
1. Diversify revenue streams	<ul style="list-style-type: none"> Launch a regular community fundraiser event (e.g. bingo or quiz night) with proceeds directed to shared club needs. 	<ul style="list-style-type: none"> Build and sell online programs (e.g. skill tutorials, coaching modules) to generate passive income locally and nationally. Develop a commercial display team to perform at external water sport events and community festivals for promotion and sponsorship. Establish a corporate-sponsored holiday program with discounts/subsidies to attract new participants and offset participation costs.
2. Enhance governance and accountability	<ul style="list-style-type: none"> Develop a clear annual ASWA operations calendar outlining key dates for meetings, decisions, funding rounds, events, and reporting milestones — and circulate to clubs and stakeholders to improve planning and accountability. 	<ul style="list-style-type: none"> Explore shared services across clubs for tasks like payroll, invoicing, and grant writing to reduce admin burdens and improve compliance. Define and embed clear governance processes and expectations for club operations and ASWA committee roles. Provide club committees with structured “how-to” resources (e.g. onboarding guides, succession planning templates) to build continuity and accountability.
3. Address barriers to participation and improve access	<ul style="list-style-type: none"> Provide subsidised trial sessions and free entry to selected competitions for athletes from low-income, CALD, and disability communities to immediately reduce financial barriers to participation. 	<ul style="list-style-type: none"> Establish sustainable funding partnerships to offer grants and scholarships covering fees, equipment, and travel costs for athletes experiencing financial hardship. Collaborate with councils, community organisations and schools to deliver low-cost, inclusive artistic swimming programs by sharing resources and reducing participant expenses. Advocate with local councils and pool operators for discounted facility access to lower operational costs and keep participation fees affordable.
4. Improve operational infrastructure	<ul style="list-style-type: none"> Ensure Revolutionize database is accurate and groups are organized with up-to-date communication details to improve information flow. 	<ul style="list-style-type: none"> Explore options for shared services to optimize resources and reduce duplication across ASWA and clubs. Review and clarify governance-related policies to strengthen organisational oversight and compliance. Explore and adopt existing communication apps to enhance internal community engagement and collaboration.

Ensuring accountable and sustainable delivery

The strategic priorities and initiatives outlined represent the full spectrum of opportunities identified through consultation. To ensure delivery is sustainable and aligned with available resources, these initiatives will be phased and integrated into a structured, recurring prioritisation process. This process will guide which initiatives are progressed each year, with activities reflected in the annual operational plan. The Board will review progress regularly, with the ability to adapt, evolve, or re-sequence initiatives to ensure we remain responsive to emerging needs, resource constraints, and opportunities to strengthen Artistic Swimming in WA.



Artistic
Swimming
WA