



DANISH SWIMMING FEDERATION

FROM PROUD RESULTS TO NEW COMMON AMBITIONS

Sporting strategy and action plan for Danish swimming



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TEAM DANMARK

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OUR STRATEGY IS OUR POINT OF ORIENTATION, OUR BEACON AND OUR COMMON MAP FOR THE FUTURE

How do we ensure that our proud results can lead to new common ambitions for the sport of swimming in Denmark? Our sporting strategy and action plan will help to answer that. "From proud results to new common ambitions" must be our point of orientation, our beacon and our common map, and will be the basis for the prioritisation and development of the tasks that we want to address in the coming years.

Over recent years, Danish Swimming has achieved a number of significant sporting and organisational results. Including, among others:

- Danish high performance swimming has done significantly better than average with comparable nations, measured on results at the highest international level (European Championships, World Championships and Olympic Games).
- The knowledge concerning talent development in swimming has been reinforced with an age-related training concept (ATK) and a greater focus in regards to the content of the coach education programme.
- There is generally a healthy volunteer culture and it has succeeded in retaining a high number of committed volunteer managers, officials and judges at both local and national level.
- With "Danish Swimming Plan 2016" and the establishment of the Sports Department, a comprehensive change in Danish swimming's operating and development organisation has been implemented.
- There has been work to strengthen the mutual binding collaboration between high performance clubs and the Danish Swimming

Federation, as well as established knowledge sharing through networking.

- With a new competition structure for the national championships, a greater correlation will be created between both an age-related sporting development of the swimmers and the championships, and between championships and national squad activities.

This strategy and action plan has been brought about through recommendations, input and the involvement of many of the swimming sport's powerful partners. It builds on the existing strategy "Danish Swimming Plan 2016", the current strengths and weaknesses, and at the same time looks ahead to 2024, and the challenges that we can see on the horizon.

Thank you to everyone who has contributed and invested time and energy in the making of this strategy and action plan. We look forward to the continued collaboration on significant results for the sport of swimming in Denmark.

The Sports Department

FROM PROUD RESULTS TO NEW COMMON AMBITIONS

This sporting strategy and action plan is built up around a set of integrated and interconnected elements as outlined in the diagram below. Together they form “From proud results to new common ambitions.”

The Danish Swimming Federation’s core value and joint analysis of the current status has formed the basis for the long-term strategic milestones towards 2024 (pages 6-8). On the basis herein, joint discussions have led to the aforementioned key targets for the period up until 2020 (page 10) with the corresponding key actions (pages 11-14).



In an open organic model, which characterises the Danish swimming sport, the development is not linear from “core values and analysis” to “key actions”. The development can be affected in both a positive and a negative direction.

The process along with club managers, club coaches, volunteers in the Sports Department, Team Denmark and other partners in connection with the making of this strategy and action plan, has identified a number of so-called “strategic drivers” (page 9), which are factors that have a high influence on whether Danish swimming sport succeeds in making the strategic milestone a reality. The process towards this strategy and action plan also showed that some “game changers” (page 15), beyond this strategy and action plan, will be able to markedly change the terms of Danish swimming sport’s performance potential.

Finally, the above diagram outlines the development of the world around us, sporting and non-sporting, in an unknown way that can influence the generation of results. Also, both internal or external resistance can have an impact on the strategy and action plan’s future success.

THE DANISH SWIMMING FEDERATION'S CORE VALUES

OUR MOTTO

Swim – Play & Win

OUR VISION

We want to be Denmark's best sports organisation.

OUR MISSION

To create the best, the most fun and most motivating framework for the execution of water sports in Denmark.

OUR VALUES

We will act and be acknowledged as a sport that:

- is professional and ambitious; as an individual and as a Federation we are aiming for high goals.
- is responsible; the role of one of the country's biggest sports Federations has obligations in relation to our members, clubs and society.
- is courageous; we stand by our goals and opinions, even in a headwind.
- is honest and open; we say what we do and we do what we say.
- create joy and excitement by playing, learning and development in the water.

WE WILL MEASURE OUR VISION BY WHETHER:

- we continuously develop ourselves, so we have one of the top three development trends in the number of members and the number of member clubs.
- we find it easy to recruit the most qualified volunteers and staff.
- we, as a sports organisation, are the preferred partner for the outside world.
- we have a good and stable economy that ensures freedom/room to manoeuvre to implement our plans with effect.
- we have the best sporting development in terms of international results.



OUR STRATEGIC MILESTONES

We have defined four strategic milestones which, in their own way, will affect the day-to-day of national swimming life and also international elite sport, of which we are a part. Firstly, the proposals stem from the analysis of best practice and development areas in relation to the Danish Swimming Plan 2016, which was implemented in the spring of 2015. Secondly, from our best assessment of what we must focus upon in order to handle some of the most significant challenges up to 2024. And finally, the milestones have been formulated on the basis of the Danish Swimming Union's core values. (p.5).

These milestones are intended to define the direction of Danish swimming's day-to-day work. They shall be considered areas of focus where it is believed there is a particular need to boost efforts in Danish swimming over the coming years.

It is our intention that the common strategic basis the milestones represent shall set the stage as much as possible. The direction and framework are thus in place to allow management, both local and national, to make informed decisions which are linked to the strategy.

The milestones are prioritized and included on an equal basis in decisions regarding objectives and initiatives in the area. They are common to, and interdisciplinary for, the Sport Department's responsibilities, and provide an overall framework for the setting of targets and ongoing priorities within Danish swimming.

INTERNATIONAL HIGH PERFORMANCE

TALENTFULDE KLUBMILJØER

VIDEN, INNOVATION OG KOMPETENCE

EN MANGFOLDIGHED AF SVØMMEKONKURRENCER

INTERNATIONAL HIGH PERFORMANCE

We are developing the framework for the development of Danish swimmers, so that medals can be won at the highest international, senior level at the European and World Championships and the Olympic Games in the Olympic swimming disciplines.

We believe that targeted international activities, an innovative world-class program at the National Training Centre (NTC) and motivating club-based senior elite environments, will allow results at the highest international level to be perceived as a shared concern for all stakeholders in Danish swimming.

Our ambition for Danish swimming towards 2024 is to

- create greater synergy and cohesion between the swimmers and coaches of the various senior elite environments, our international activities and the National Training Centre
- create partnerships between clubs, elite municipalities and local authorities and institutions, that strengthen the synergy in the development of international juniors to international senior swimming.
- strengthen the National Training Centre's role as a link between national and international elite swimming, with the possibility of international sparring and inspiration together with experienced high performance coaches.

TALENTED CLUB ENVIRONMENTS

We inspire each other by creating networks and collaboration for the development of talented and sustainable club environments in Danish clubs. This can provide the basis for a strong production line of talent with an international focus at the senior level, which can create strong, honest and proud local club environments.

We wish to further develop the existing practice in the clubs' talent and senior environments, based on Team Denmark's and the Sports Confederation of Denmark's "Core Values for Talent Development in Danish Sports", and clear career pathways for the development of senior swimmers with international potential.

Our ambition for Danish swimming towards 2024 is to

- implement a model for club certification focused on the long term development of club environments and relationships between individuals.
- create a clear structure and division of roles between clubs, union and municipalities committed to coordination and dynamic interaction on talent. Including establishing of a network of elite-municipalities with focus on swimming.
- define a monitoring concept that can support bench learning in relevant sporting fields and skills.

KNOWLEDGE, INNOVATION AND COMPETENCE

We encourage each other to increase the knowledge and skill levels of swimmers, par-ents, coaches, managers and officials, so that several swimmers can be developed and retained at beginner, junior and senior level, and any potential for swimming at the high-est international level is realized.

Interdisciplinary networks and partnerships will allow us to recognize commonalities and differences, and encourage innovation for new solutions to complex problems and spe-cific practical areas within Danish swimming.

Our ambition for Danish swimming towards 2024 is to

- implement a Danish model for trainer certification
- provide appropriate platforms and networks for innovation and the sharing of knowledge and best practices between different groups
- provide greater clarity regarding the skills required by the stakeholders of Danish swimming; e.g. swimmers, parents, coaches, managers and officials.

A MULTIPLICITY OF SWIMMING COMPETITIONS

We will set up swimming competitions (local, regional and national) which will, in various ways, support long-term athletic development and healthy sporting competitiveness, and create synergies between the clubs and the Union's talent and elite initiatives.

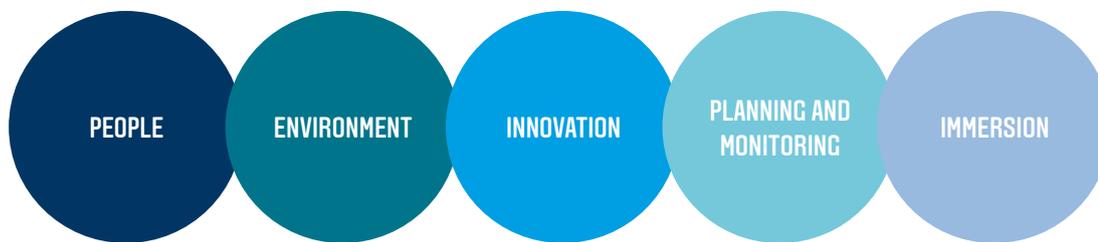
We believe that a multiplicity of events and competitions can inspire and motivate swim-mers, coach-es, managers, officials and spectators in Danish swimming sports, so that their commitment and good sportsmanship can help create a high quality and competi-tive atmosphere.

Our ambition for Danish swimming towards 2024 is to

- make the championships more worth seeing and audience-friendly
- provide greater diversity of event concepts for children, adolescents and adults.
- strengthen the common thread between different types of local, regional and na-tional competitions

STRATEGIC DRIVERS

Strategic drivers are factors of vital importance to the success of our strategy and action plan. Based on the Danish Swimming Federation's core values and discussions in connection with the making of this strategy and action plan, the following strategic drivers shall be considered as crucial for the strategic points of orientation to become a reality in the course of the coming period. All partners in Danish Swimming should therefore integrate the strategic drivers in the work to achieve future ambitions and goals for the sport of Danish swimming.



PEOPLE

Retain, develop and attract people who can create, support and develop performances.

ENVIRONMENT

Create a dynamic culture of diverse environments that with acknowledgement, honesty and pride, work to achieve international high performance through our people, resources and facilities.

INNOVATION

Proactively develop and apply expertise, methods and equipment that when adjusted to the strategic milestones can strengthen our competitive advantage.

PLANNING AND MONITORING

Use of appropriate analysis, planning, monitoring and evaluation of practice to improve performance.

IMMERSION

Allocate time to the long-term development of people, resources and facilities, in order to gain an understanding of what is the best way to realise our objectives.

KEY TARGETS FOR DANISH SWIMMING FOR THE PERIOD 2017-2020

INTERNATIONAL HIGH PERFORMANCE	TALENTED CLUB ENVIRONMENTS	KNOWLEDGE, INNOVATION AND COMPETENCE	A MULTITUDE OF SWIMMING COMPETITIONS
<ul style="list-style-type: none"> • Achieve international top results and win individual medals at international championships. • Strengthen the relay culture in Danish swimming and qualify minimum four relay teams for the Olympic Games in Tokyo 2020. • Continuously monitor the number of swimmers in top 300 of the world rankings and work for progress during the period 2017-2020. • Continue to develop the structure of the Federation's talent and elite work in order to strengthen the development from junior to the highest international senior level. • Describe a practice for the NTC's role as focal point for knowledge sharing concerning international high performance. 	<ul style="list-style-type: none"> • Have concluded minimum eight partnership agreements between the Federation, clubs and municipalities on the basis of geographical and/or sporting criteria. • Implement 'Values for talent development in Danish sports' with key partners in Danish swimming sport. • Achieve more knowledge about the sporting development of the swimmers and create a national monitoring concept. • Draw up a model for a 'network for municipalities with elite swimmers'. • Arrange annual seminars/meetings for clubs, municipalities and the federation to coordinate the cooperation regarding talent development. 	<ul style="list-style-type: none"> • Draw up competence profiles for Danish coaches for competitive swimmers which may be included in a Danish model for certification of coaches. • Develop and implement a development program for coaches aimed at trained coaches in order to "train the trainer". • Draw up a curriculum for relevant technical sports training of swimmers and their parents - including anti-doping and media as priority areas. • Create a breeding ground for international development of chief referees and further development of the role of announcers at championships. • Continuously monitor the number of active Danish swimming coaches with a minimum of one diploma of training (level 3) and work for progress during this period of time. 	<ul style="list-style-type: none"> • Increase the sporting quality of championships in Denmark with a view to improving the performance of especially junior and senior swimmers. • Maintain and develop the technical level for the referees and starters of the Federation. • Raise and consolidate the international profile of Danish Open. • Strengthen the link between regional competitions and the federation's championships in cooperation with the regions. • Design the future organization and areas of competence and responsibility of the political organization of the Sports Department.

PRIORITY ACTIONS FOR THE PERIOD 2017 - 2020

		ACTION	RESPONSIBLE	WHEN
International High Performance	1	Implementation of a new model for the structure of the Danish Swimming Federation's national team.	The Sports Department and Team Denmark	2016-2017
	2	Describe a model for partnerships between clubs, elite municipalities,	The Sports Department.	January 2017 and with annual adjustments.
	3	local authorities and institutions.	The Sports Department	2016-2017
	4	Develop a strategy for indicative qualifying times for all European Championships, World Championships and Olympic Games during this period.	The Sports Department	January 2017 – with annual adjustments
	5	Develop a strategy for strengthening of the relay culture in Danish swimming through an interaction between senior elite groups of the clubs, our national team activities and the NTC's world class program.	The Sports Department and clubs with senior elite groups	2017 – with annual evaluation and subsequent adjustment
	6	Implementation of innovative world class programs and a strengthened practice for knowledge sharing under the NTC.	The Sports Department and Team Denmark	January 2018
	7	Update and harmonize the talent and elite concepts of Danish swimming sport.	The Sports Department and Team Denmark	January 2018
	8	Mid-term status of the trend in numbers of swimmers in top 300 of the world rankings.	The Sports Department	October 2018
	9	Evaluation of the NTC as a flagship for international elite swimming in Denmark with the possibility for exchanges of experience with and inspiration from internationally experienced top coaches.	Clubs with senior elite groups, the Sports Department and Team Denmark	October 2019

		ACTION	RESPONSIBLE	WHEN
Talented club environments	1	Develop a model for partnership clubs – including an update of the club matrix as a development tool for partner clubs.	The Sports Department	2016-2017
	2	Describe the overall distribution of roles and responsibilities for a dynamic interaction regarding talent development.	The Sports Department and relevant partners	2017
	3	Describe and visualize career paths for becoming a senior swimmer with potential for reaching the highest international level (dual career).	The Sports Department and Team Denmark	2017
	4	Develop a national monitoring concept for subsequent implementation.	The Sports Department	2017
	5	Mid-term review of the practice of partnership clubs in relation to "Core values for Talent Development in Danish Sports".	Partnership clubs and the Sports Department	October 2018
	6	All partnership clubs and clubs with senior elite groups have defined their goals and realistic capacity for the work related to talents and the elite.	Partnership clubs and clubs with senior elite groups	October 2018
	7	Evaluation of a model for partnerships with clubs with a focus on the long term development of the clubs and their swimmers having an international potential.	Partnership clubs and the Sports Department	January 2020

		ACTION	RESPONSIBLE	WHEN
Knowledge, innovation and competence	1	Further development of network activities for club managers.	The board, clubs and the Sports Department	2017
	2	Establish regional networks for club coaches consisting of network meetings and associated knowledge sharing platforms.	Club coaches and national team coaches	2017-2020
	3	Danish referees are represented at FINA lists.	The Sports Department	2017-2020
	4	Programme for the open training, presentations to the public and open day's events at the NTC and in partner clubs.	Partnership clubs and the Sports Department	2018
	5	Describe competence profiles for Danish coaches for competitive swimmers in order to support their technical and personal development – including a development program for coaches aimed at trained coaches.	Clubs, DSTS and the Sports Department	2018
	6	All partnership clubs have a plan for recruitment, training and development of coaches at the appropriate levels (“Diplomtræner” as a minimum).	Partnership clubs	2018
	7	Mid-term review of the development in the number of active Danish swimming coaches with a minimum of one diploma of training (level 3).	Clubs and the Danish Swimming Federation	October 2018
	8	A minimum of two workshops for announcers at competitions are completed.	Clubs and the Sports Department	January 2019
	9	Educational program for swimmers and parents developed and implemented in a minimum of five clubs.	Partnership clubs and clubs with senior elite groups	2020

		ACTION	RESPONSIBLE	WHEN
A Multitude of Swimming Competitions	1	Develop the existing model for competitions and qualifying times and work for a more visible link to the international championships.	The Sports Department	2017 – with annual evaluation and subsequent adjustment
	2	Establishment and maintenance of a "job bank" for club volunteers on www.svoem.org with the purpose of sharing and recruiting volunteers with experience and competencies in organizing competitions and championships.	Clubs and the Sports Department	2017-2020
	3	Evaluation of the Sports Department's political organization of volunteers, coordination groups and committees.	The Sports Department	March 2018
	4	Implement better software for running competitions and championships with possibilities for making analyses.	The Sports Department	Second half of 2018
	5	Establish a common platform for a catalogue of ideas for different types of competitions.	The Sports Department and the Danish Swimming Federation's regions	2019
	6	Evaluation of the structure for championships in Danish swimming sport.	The Sports Department and relevant partners	First half of 2019
	7	A Educational program for volunteers of the clubs in preparation, running and evaluation of competitions and championships is developed and implemented in minimum 12 clubs.	Clubs and the Sports Department	2020
	8	A document containing visions regarding a cooperation with Norway, Sweden and Finland – "Mare Nostrum in the North" – on running Danish Open has been implemented.	The Sports Department	2020



STRATEGIC GAME CHANGERS

In connection with the preparation of a strategy and an action plan, key areas which potentially will be positive strategic game changers for Danish swimming sport's future performance potential have been identified. Those areas go beyond this strategy and action plan as the progress within the areas will depend considerably on other (external) actors.

1. INCREASED SHARE OF COMPETITIVE SWIMMERS IN DENMARK

... by recruitment and retention of swimmers for a longer period of time in the competition departments of the clubs. It will increase competition in trainings and competitions, and a challenging, goal oriented and serious environment for training and competitions characterized by joy will strengthen the talent development in swimming.

2. A NATIONAL ELITE SPORTS CENTER FOR DANISH ELITE SPORT

... including a stadium dedicated to international high performance training and development and with a focus on creating an optimal environment for everyday life of the swimmers. A center with a strong knowledge and innovation environment at the highest international level where expertise and leadership can shape the continued sporting development of the swimming sport.

3. FUNDING OF THE SWIMMING SPORT

... is a crucial parameter for sporting success, and the economy of the Danish swimming sport does not match the economy of our international competitors. An improvement of the funding of the swimming sport could contribute to an improved effort in selected strategic areas.



Foto: Lars Møller

4. ESTABLISHMENT OF AN INTEGRATED TRAINING CENTER (ITC) TO THE WEST OF THE GREAT BELT

... as an optimal site for the further development of talented swimmers to the inter-national level. The Centre can contribute to meeting specific challenges in the transition from talent to world class athlete and, at the same time, contribute to de-veloping the competences of more coaches and managers in Danish swimming sport.

5. SIGNIFICANT COMMERCIALIZATION AND INTERNATIONALIZATION OF DANISH OPEN

... will strengthen the competitive environment at our international qualifying meet. This creates better conditions for the qualification of Danish swimmers for interna-tional championships and opportunities for raising the profile of Danish swimming sport.

6. REVISION OF THE TRAINING OF SWIMMING COACHES

... to ensure that more coaches than we see today acquire relevant competences at all sporting levels and can act as active coaches or instructors in trainings in the clubs. This applies whether it comes to enhancing the quality and evidence-based work with children and young people, talent development, the elite at international level or the managerial skills in the clubs.

FOLLOW-UP AND EVALUATION

The Sports Department will, in cooperation with the Danish Swimming Federation's board, perform a follow-up and evaluation – summative as well as formative – of goals and actions of “From Proud Results to New Common Ambitions” during the period 2017-2020.

The steering Group with members from the Danish Swimming Federation and Team Denmark will also discuss and evaluate those parts of the strategy and action plan which are included in the master plan for this cooperation.

A status of the strategy and action plan will be presented at the “områdemøde” for the Sports Department in connection with the general assembly of the Danish Swimming Federation.

Any adjustments to objectives and actions of the plan will be made in collaboration with the board of the Danish Swimming Federation and by the Steering Group with members from the Danish Swimming Federation and Team Denmark.







DANISH SWIMMING FEDERATION

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