

2016 DANISH SWIMMING PLAN

– Long-term international excellence for Danish swimming –



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1: 2016 Danish Swimming Plan - Introduction

Prior to the establishment of the working group that has formulated this plan, there was a process where all the high performance clubs were consulted via individual meetings with representatives of the high performance department's steering group. At the end of the process, all the high performance clubs met and discussed the contents of the high performance club meetings and then chose representatives for the working group, whose task was to formulate a new high performance plan. There was also dialogue with coaches from the high performance clubs prior to the establishment of the working group.

What originally started as a project regarding high performance swimming in Denmark – or in everyday speech called the "2016 Danish High Performance Plan" – has been expanded by the selected working group to include all of Denmark's competitive swimming activities. This was done because the working group quickly came to the conclusion that in order to ensure the highest long-term high performance level required a broader systemic approach. It is also a recognition that swimming sport's cohesiveness is, to a great extent, centred on championships and the motivating effect championships have on the development of Danish swimming.

The project was therefore renamed "2016 Danish Swimming Plan", as it not only includes high performance, but also all of Denmark's competitive swimming activities and is long-lasting in its ambitions. It is internationally recognised that it takes a minimum of ten years of dedicated training to reach top international level, and a large part of this development takes place in clubs and at the Danish Swimming Federation's various championships.

Hence the 2016 Danish Swimming Plan includes the development of competitive swimming in general in Denmark through the establishment of a common thread between general sporting development in clubs, championship structure, national team and finally international championships. In addition, the working group considered the involvement of clubs - both managers and coaches - as an extremely crucial area of development in the new plan. Therefore, the plan also includes a development tool for both clubs and the Federation in continued club organisational, economic and sporting development.

The broad and deep process that lies ahead of the working group's completed project has sent a signal that Danish swimming wants cooperation and involvement. Involvement is a key word for the working group. The next four years of activities must involve all the key stakeholders in Danish competitive swimming, while at the same time balance in terms of achieving sporting results at the same high level as has been the case from 2009 – 2012.

Aims and objectives of the 2016/2020 Danish Swimming Plan

The working group for the 2016 High Performance Plan share the various stakeholders' perception that ambitious objectives are to be maintained in 2013 - 2016. The working group also shares the stakeholders' perception that, among other things, it requires the availability of "world class" training. The Danish Swimming Federation and Team Denmark's National Training Centre (NTC) fulfils this

requirement and must be retained in the near future. There is a wish to establish more training environments - in the club auspices - in the near future to match the NTC. Training environments at the level of the NTC requires that there is a critical mass of swimmers at international level that train together daily. The working group does not believe that at the time of writing (autumn 2011) there are enough swimmers to establish more training environments at the level of the NTC. The aim in 2013 - 2016 should therefore be to create a larger critical mass through changes in activities regarding talent, including changes in the competition structure, so it supports the overall objective and also includes changes in the way and prioritisation of the sports department's prioritisation of club development. At the same time, the clubs should develop, so that they are geared to handle the task when the number of swimmers with a performance perspective at the highest international level continuously increases in line with the increased focus on talent development. A comprehensive and long-term aim with the 2016 Danish Swimming Plan is that at the beginning of 2017 to 2020, enough swimmers have been created at a high international senior level, so that there is a need for one or more training environments - in the club auspices – at the level of the NTC. The intention is that the broad club development focus and broad sporting focus of the 2016 Danish Swimming Plan will mean that the top swimmers, to a greater degree than from 2009 – 2012, are spread over several environments for the benefit of long-term club development.

The working group for the 2016 Danish High Performance Plan also believes that swimming sport organised by the Danish Swimming Federation should function as a single organisational unit. This means a merger is recommended of the high performance department and the swimming section with a director of sport as head of department. Staff members and the committee from the swimming section all report to the director of sport. Championships are a core product for the Danish Swimming Federation, not only in terms of earnings, but also in terms of development in relation to initiating new measures and products related to championships. The objective of this new organisation is to optimise the long-term coherency of Danish swimming, as well as to ensure that the benefits of common thread ideas from, for example, the age-related training concept (ATK) and new championship structures are implemented optimally.

Sporting objectives

The sports department must work to develop swimmers who can win medals at senior level at the European Championships, World Championships and Olympics in 2013 - 16, as well as providing a basis for winning medals at subsequent Olympics, for example, from 2017 – 2020.

Organisational objectives

The aim is to increase knowledge and skills among club managers and coaches, so that they can develop and retain more and better swimmers by year group, junior and senior level and thereby support a high performance commitment at the highest international level. This will be achieved through development and sparring from the sports department to relevant clubs and coaches, so modern and updated knowledge of club development is found in Danish competition and high performance clubs. Development and international benchmarking of knowledge level among Danish clubs and coaches are the overriding keywords for the sports department's organisational activities.

2: Sporting Development

The sporting development, in relation to achieving the overall sporting objectives at the highest international level, must be based on the development of the individual swimmers under the auspices of the swimming clubs, the NTC and the national team.

The working group has adopted the following definitions with the aim of creating a common understanding of the high performance concept in Danish swimming:

Competition swimmers

Swimmers that participate in national championships under the Danish Swimming Federation.

National high performance

Swimmers who win medals at national senior championships and juniors representing Denmark at European Championships for juniors.

International high performance

Swimmers representing Denmark at international senior championships (European/World Championship/Olympics).

World high performance

The top eight swimmers in one discipline. Measured either by their performance at the World Championships or Olympics, or by their position on the year's world rankings screened for two swimmers per nation.

The three top levels have Olympic points defined as follows:

World high performance:	1,000 Olympic points
International high performance:	900 Olympic points
National high performance:	750-800 Olympic points ¹

The level of competition swimmers is not defined in detail as the group is defined by the various championship admission requirements. The group is relatively large and heterogeneous in terms of Olympic points.

Qualification times for all national and international championships should prospectively serve as a comprehensive development tool based on Olympic points. A tool that will create a framework for Danish swimming's overall sporting development. The background for the common thread through the championship structure is, as mentioned, Olympic points that have been developed in the high performance department for several years by Paulus Wildeboer. Olympic points are a development curve that describes the theoretical development curve for a given swimmer at international level, starting at the age of 10/11 and up to senior age.²

¹ At present, the level is 750-800 points, but in the long-term the aim should be 900 points if we are to secure a general competitive environment that demands and develops international medallists.

² See the Appendix for further examples and explanations.

National team structure

The national teams will function as the core of Danish swimming's continued international development. Danish swimming's opportunity to succeed in international competition is done by, among other things, a strong and high performance focused centrally positioned national team. The best swimmers from clubs and the NTC must have a collective training environment, where throughout the season they can periodically receive coaching and development from the country's best swimmers and coaches. As a starting point, the preparation is aimed at international championships, based on the framework of a collective national team. The national teams should inspire swimmers, clubs and coaches to develop further, and not least to show that Danish swimming is internationally competitive. The organisation of the national teams is made at the start of each season, where groups that can best be compared with project groups, are selected with a view to achieving specific objectives within the relevant age groups on the national teams. When the objectives are achieved/season's primary aim is completed, the groups are disbanded and new groups are formed at the start of the next season.

Aims and objectives of the national team

Participation in the national teams is based on results achieved in competitive situations, as well as individual assessments by the national coach, the talent developer and the director of sport. The national teams will form the basis of a swimmer's individual development and it should be a place of development based on motivation, a great sense of responsibility from the swimmer and personal trainer to achieve perfection, as well as an ability and willingness to perform. Continued development in accordance with the development curve and continued performance at international championships are prerequisites for retaining a place on the national team.

The national team and the activities to develop swimmers must further provide the basis for the swimmers' personal trainers developing at the same rate as the swimmers. The national team's season plans are discussed with the relevant national team coaches before they are made final. National team selection should be seen as an offer of help to develop the swimmer to international level. If they opt out of the offer, it is still possible for the swimmer to qualify for international championships and the Danish Swimming Federation will, if necessary - on the basis of an individual assessment - decide whether/how and under what conditions the swimmer will be included in the squad.

The national coach or the talent developer is responsible for the national team and has the right to select and drop swimmers from the national team, and both have the skills to provide individual terms for selection and participation in national team.

Overall, there must be focus on the following groups:

- Senior group

The senior group will be divided into two teams. One team, the European Championship group, works in two-year cycles towards the European Championship every other year (even years). This team replaces the team that has previously been referred to as the national development team. The other

team, the World Championship group, work in four-year cycles towards the Olympics every four years and the World Championship every two years (odd years).

Selection of the senior group must be based on swimmers being able to give a top performance at international championships, which, as a minimum, results in a semi-final place (a top 16 position after the preliminaries). The criteria for selection for both groups are based on Olympic points converted into times.

- iTUP junior group

The junior group is one group with a season plan aiming at the top of the European Championships for juniors. The junior group's focus should be on proper and long-term development in the "strategically correct" races and distances. These races and distances are medium-to long-distance crawl and international championship races. It also means that the short-term objectives of medals take a back seat. The focus is to ensure the optimal development of swimmers to perform at the highest international level as seniors.

Selection of the junior group must be based on the swimmers being able to give a top performance, which, as a minimum, results in a semi-final place (a top 16 position after the preliminaries) at the European Junior Championships. The criteria for selection are based on Olympic points converted into times. Each of the two junior age groups must have their own qualification times.

- iTUP year group

The year group will be made up of the swimmers that the sports department believes have the greatest long-term potential for Danish swimming. Focus should be on complete swimmer development and not on achieving short-term strong results at, for example, EYOF. So-called complete swimmers are swimmers who train in relation to ATK (water and land) and train for distances and disciplines such as medium-to long-distance crawl and international championship races.

As a starting point, the criteria for selection is based on Olympic points converted into times and supplemented with subjective additional choices by the national coach and talent developer. Selection can only take place by achieving a "sum" of results, where at least one medley race and one medium to long distance crawl race are included.

The sports management in the form of the director of sport, the national coach and the steering group must, as one of the first tasks in this new focus period, form the general framework for the national team. The frame is defined by the Danish Swimming Plan, but is constructed in the form of the rules and guidelines of the new sports management.

However, the working group would like to highlight that the completion of the framework for participation in the national team has been discussed several times, not only in the working group, but also at the consultation meetings with the clubs. The discussion has primarily been based on national teams functioning as an offer, which can be used in whole or in part, both before and after qualification for an international championship, as well as it being obligatory for the team to prepare together for an international championship. The working group is agreed that the national teams should be strong and central in relation to achieving the sporting objectives, and that individualisation must be available before and after qualification for an international championship. Any individualisation is funded by the swimmer and club. The authority to decide on

individualisation lies with the sports management in the form of the director of sport and the national coach. The decision must be based on an assessment of whether any individual plan indicates that a swimmer achieves the desired progress toward the international competition.

The working group again stresses, as previously mentioned, that the completion of the framework for the national team is finally clarified by the new sports management.

Club coaches are a key part of the long-term development of Danish high performance swimming and generally more club coaches have to be developed, who can help contribute with international swimmers. This development requires the inclusion of the coaches that are considered to have international potential in national team activities. The framework works with four different types of coaches:

- World class coach - a coach that in the past four years has had swimmers in the Olympics or World Championship finals.
- International coach - a coach that has had swimmers qualify individually for the European Championships, World Championship or Olympics.
- National top coach - a coach that has obtained several medals at national championships and had individual swimmers qualify for international championships at senior or junior level.
- Young talent coach - a coach that often has swimmers qualify for either year group or junior championships (Naam, EYOF, NJC, EJC), but because of their young age or short coaching career, do not yet have seniors or who have worked in particular with many juniors.

Based on these four levels, the sports department, in collaboration with the coaching team from the national team activities, prepare an offer regarding the involvement of relevant coaches. It is emphasised, however, that the responsibility of the individual coach's development and competence to decide on participation in activities lies with the club that employs the coach. The working group further stresses that all coaches should proactively seek out new knowledge and development, so that the coach is always one or more levels ahead of their swimmers.

Age-related training (ATK) in a new and expanded edition, version 2

The existing ATK version, and also if possible a new updated version with a web-based planning tool, has expanded chapters focusing on "how to" and implementation in the clubs, must provide the academic framework and guiding principle for working with the national team and not least in relation to activities with the long-term sporting development of clubs. As a starting point, as a one of the first tasks in this new focus period, the sports department shall prepare this new and expanded guiding principle, ATK version 2, for academic and sporting activities. The version 2 edition of ATK is scheduled to have a chapter added on management, organisation and development of swimming clubs.

NTC's role and purpose

The NTC must build on the activities and the continuity achieved in the clubs, and must be able to develop swimmers from national high performance to international high performance, and finally to world high performance. The NTC can only function optimally when the food chain and the established structure functions optimally. This

means that there must be wide support among clubs, coaches and swimmers to the NTC's presence and that the NTC can help clubs with the challenging development towards world high performance. Furthermore, the NTC must give swimmers an extra career option and an opportunity to train and spar with the best swimmers in the country in their daily training.

The NTC will serve as an inspiration, a challenge and driver for the high performance development of swimmers at a high international level. Similarly, openness and knowledge sharing about specific training and training principles will be important focal points for the NTC's activities.

The NTC will be managed and coordinated on a daily basis by a full-time NTC head coach assisted by an assistant coach. A head coach that is the equivalent of a club coach in relation to selection for international championships.

The environment must be performance oriented, characterised by professionalism and the "offer" to swimmers must be attractive in terms of the quality of daily training and in relation to the framework swimmers are offered outside daily training. Professionalism refers to swimmers having optimal physical training conditions and cohesion in everyday life, as well as offering an accommodation and meal scheme.

In relation to the more formal, an agreement should be entered into between the swimmer, the club and the Danish Swimming Federation when a swimmer starts at the NTC - an agreement to regulate and clarify the shared expectations of the development process at the NTC. Furthermore, the sports department, in cooperation with Team Denmark, should develop the concept of the NTC in a direction that is inspired by other countries well-functioning national training centres. For example, the Australian system, where meal and accommodation schemes (hall of residence), as well as water and strength training, are all in the vicinity.

Club sporting development, including the common thread

In cooperation with the current championship committee of the swimming section, the working group behind the 2016 Danish Swimming Plan want a collective event and time qualification model to be created. This must be done to ensure that the common thread in development activities runs right through from the youngest year group swimmers to the forthcoming Olympic finalists. The objective is to establish a model to determine qualification times for championships four years in the future, so swimmers in different year groups are aware well in advance of the standard to aim for.

At the same time there is a wish for:

- establishing consistency between the qualification times for all championships
- a description of the desired development of Danish swimming by qualification times
- setting clearer objectives for the development to international level and ensuring that these objectives are linked to the development in championships and concepts for the various championships

In this way, qualification times for championships are a forward looking development tool, while at the same time (as has been the case until now) they establish the framework for the championship.

The reason for the common thread running through the championship structure is

"Olympic points" that have been developed in the high performance department of the Danish Swimming Federation for several years. Olympic points are a learning curve that describes the theoretical development curve for a given swimmer at international level, starting with ages 10/11 and up to senior age.

The Olympic point calculator can be used and tested via this link:

http://www.svoem.dk/t2w_1590.asp

The curve is constructed so that when male swimmers are 22-years-old and female swimmers are 20-years-old, they receive 1,000 points, equivalent to having an expected level to reach the finals at the Olympic Games, through a natural and sound development year-after-year from year group swimmers to senior swimmers.

With the introduction of this working tool, the championship committee and the working group behind the 2016 Danish Swimming Plan hope that qualification times for championships will be more accessible and predictable. It is also hoped that work on Olympic points in the daily quest for qualification times can give clubs a picture of their own strengths and weaknesses. For example, you can, with your own club as a starting point, easily classify your swimmers as points for all age groups and in this way get a picture of the club's development and status.

Working to develop and strengthen the senior swimmers framework and conditions in the clubs is an important sporting development issue. The working group wish to signal to Danish high performance clubs that the aim of long-term sporting development is of course to achieve high international results, but it is equally important that clubs set up and work on improving conditions for Danish senior swimmers. This can be achieved by an increased focus on improving the direct economic conditions for swimmers, it can, for example, be in the form of periodical improved balance between work, study and the high performance sporting life or through optimisation of special offers in daily training that provides more "adult sparring".

The working group emphasises that the relationship between motivation and the importance that the championship structure has for the development of Danish swimming, the common thread in qualification times for national and international championships and the activities of the national team, are important for the long-term development of Danish swimming.

3: Organisational Development

The organisational development in relation to achieving the overall objective of increasing the knowledge and skills level among club managers and coaches must support the sporting objectives with the intention of finding a modern and updated knowledge regarding club development in Danish competition and high performance clubs.

The working group has paid a lot of attention to the development of the food chain and the swimming clubs where future talent is "nourished". Organisational development of high performance and competitive clubs thus becomes a significant task for the new sports department. Therefore, it is important to develop a tool whereby club

development activities can be supported and measured. It should be an early task for the steering group and the sports department to develop this tool. Equally important is for the working group to comment on there being a mutual obligation in terms of the work on organisational development. It should be understood in the sense that clubs, who want to cooperate with the sports department on a development or certification process, must deliver specific and measurable results that support the sports department's sporting objectives with Team Denmark and the Danish Swimming Federation.

For example, a club certified at the highest level has a certain number of swimmers at the national high performance level, at the international high performance level and also eventually world high performance level. Likewise, it applies that a certified club must provide a certain number of swimmers in the various national teams (senior and iTUP), as well as being willing to let their coaches engage in work on national teams.

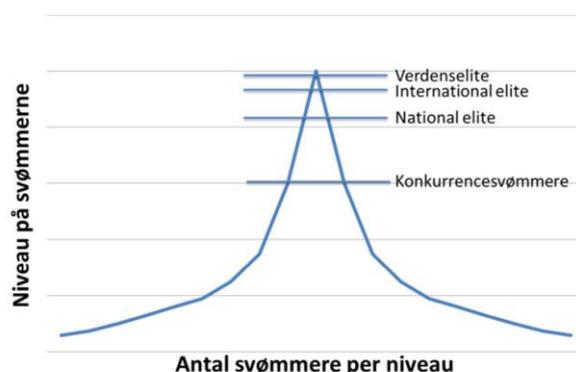
Club organisational development

In connection with the development of the 2016 Danish Swimming Plan, there has been a desire to consider how the high performance environment outside the NTC can be developed. It must be strategically ensured that the club environment is able to provide swimmers at a sufficiently high level and in sufficient quantities. There is therefore a need to consider how clubs in general and the so-called high performance clubs specifically can and must be developed in the future. There should also be consideration of the quality of the club environment, just as consideration should be given to the quantity of club swimmers and clubs at the various levels.

Quantity

In order for the club environment in Denmark to be able to develop future Olympic stars, there must partly be a sufficient number of swimmers at the different levels and partly sufficient club environments that can compete and develop swimmers also at the top levels. With regard to the top levels, it mainly refers to levels under the international high performance level.

As one of the first tasks for the new sports management of the sports department, a general model should be developed for the number of swimmers who should be swimming in Denmark in the different age groups and which swimming level they need to at for it to be likely that there are enough swimmers in Denmark that will reach the international high performance level.



Quality

In order for clubs to be able to develop sufficient swimmers at a sufficiently high level, it should be strategically ensured that the club environment works with high quality in relation to both talent and organisational high performance development. A prerequisite for sufficient quality in the club environment is that clubs not only develop through increased swimming sporting skills and challenges, but also equally important, in terms of other skills such as management, structure, organisation, as well as building a financial foundation.

Club matrix

As a guideline and inspiration for the clubs, a so-called "club matrix"³ has been developed that divides Danish swimming clubs into five categories:

- Swimming club with only a swimming school called a → swimming school club
- Swimming club also with a level of competition at year group level called a → talent club
- Swimming club also with a competition level at junior level called a → competition club
- Swimming club also with a level of competition at senior level called a → high performance club
- Swimming club also with a high performance program called a → high performance + club

There are different parameters for each club type that each club must at least consider and be inspired by. The various parameters are divided into six main areas:

- Academic coach level
- Training environment
- Facilities
- Organisation
- Economy
- Structure

The different clubs will have different challenges, for example, according to the sporting level, geographical location in the country and economic capability. The matrix is not suitable for certification or as a stand-alone development tool. It requires a customised process to identify strengths and development areas for the further development of the club. The matrix should in future be brought into play in relation to club development and certification programs, which the sports department must work with. The club matrix can be included here as part of the development process and form a strong and clarifying foundation of an application to the sports department about a further process.

Finally, the club matrix can be used both to prioritise the efforts from the Danish Swimming Federation's side and to form the basis for the division and distribution of swimmers and talents (see the section above on quantity). This means that the sports department and the Danish Swimming Federation's development department should decide to make an initial "desk sharing" of the Danish swimming clubs in relation to the club matrix's recommendations.

Regarding the priorities from the sports department and the development department of the Danish Swimming Federation, the responsible for the organisational development of swimming schools and talent competition clubs could lie with development consultants assisted by the talent developer. The director of sport and the national coach will be responsible for high performance and high performance + clubs.

³ The matrix is shown in the Appendix to the 2016 Danish Swimming Plan.

It could look like this:

		Club type				
	Development matrix for club development: 2016 Danish Swimming Plan	Club with swimming school: Swimming school club	Club with swimming school and competitive swimming at year group level: Talent club	Club with swimming school and competitive swimming at year group level and junior level: Competition club	Club with swimming school and competitive swimming at year group level, junior and senior level: High performance club	Club with swimming school and competitive swimming at year group level, junior and senior level and high performance program: high performance + club
	Development consultants					
	Director of sport					
	Talent developer					
	National coach					

Conclusion and execution of the club matrix

In its current form, the club matrix represents a guideline and can form the basis and inspiration for future club development, from both the Danish Swimming Federation’s point of view, and also from a club that wants to benchmark itself up against the rest of Danish swimming. In the planning phase of club development activities, a more detailed and individualised plan should be made for the development of individual clubs and there should also be a priority for optimal use of resources in terms of high performance development.

The club matrix is made for the 2016 Danish Swimming Plan, and it therefore takes its starting point in a club with a high performance program. It is critical that in the coming years initiatives are taken as a minimum to develop the most high performance and high performance + clubs in Denmark to ensure that in the years to come Denmark will continue to produce high performance swimmers at a high international level.

The working group recommends that the sports department must prepare club certification concepts with clubs categorised as high performance and high performance + clubs, and that there is cooperation with the development department of the Danish Swimming Federation in relation to the development of swimming schools, talent and competition clubs. There should be a common approach and a basic development and certification platform to work from in the two departments in the Danish Swimming Federation.

Organisation of the sports department

The high performance department, as it operates at the time of writing (autumn 2011), and work today was founded in the autumn of 2002 and has since worked professionally in the development of Danish high performance swimming. By professional it means that competence and responsibility lies with the staff with academic skills within high performance swimming.

The 2016 Danish Swimming Plan recommends, as previously mentioned, that the sport of swimming is under one sports department. The sports department will be a merger of the current high performance department and the current swimming section. This means that the director of sport will have overall responsibility for all responsibilities related to the current functions of the high performance department and the swimming section. All committees under the swimming section are recommended to continue unchanged in the sports department. However, the championship committee should be replaced by a competition committee that assumes responsibility for all competitions organised under the auspices of the Danish Swimming Federation. This means that the working group recommends that all competition activity and planning moves from the broader sections and the regional committees to the sports department and the competition committee.

The sports department is headed overall by a steering group where the active representative, Team Denmark, the Danish Swimming Federation's board, the director and director of sport have a seat. In the daily work, the working group is a reference framework for all activities related to the national teams and high performance swimmers, and decisions are taken here that are closer to daily operations and the individual swimmer. The working group is made up of the director of sport, national coach, NTC head coach and a Team Denmark consultant.

The sports department organises itself with the following members of staff:

- Director of sport: management profile with a background from the swimming world, who is responsible for the sports department staff, finance responsibilities, as well as relations with external partners such as Team Denmark, the media, the Sports Confederation of Denmark (DIF) and sponsors.
- National coach: the profile is a manager, educator and relations-building. Sporting responsible for achieving results at international championships and thus result contracted with Team Denmark. International experience in the building of absolute excellence. No fixed training at the NTC.
- NTC head coach: the profile is a strong pool trainer and a "good craftsman". Must have experience developing top international swimmers.
- Assistant NTC coach: the profile is "apprentice". For example, young and talented Danish club coach with a good network among Danish club coaches.
- Talent developer: the profile is an experienced coach with strong academic and practical ballast. Must be a strong communicator and good to train and "reach" young swimmers and their parents.
- Competition and high performance coordinator: the profile is a coaching background with strong organisational and administration skills. Good with IT, as well as oral and written communication.

Organising the network of swimmers, coaches and clubs

The sports department shall, in addition to the formal committee from the merger with the swimming section, organise themselves in a variety of network-like relations with key stakeholders concerning high performance activities.

As a starting point, the working group has identified the following key stakeholders. A group of stakeholders that should be dynamically adapted over a four year period to

the sports department's current situation and development. This means that additional initiatives and a network can be established during the period.

- the network of high performance and high performance + certified clubs' political high performance person responsible, director of sport and the Danish Swimming Federation's director are responsible for the facilitation of the high performance manager network. The political high performance person responsible from the Danish Swimming Federation's board and the director shall participate
- the network of high performance and high performance + certified clubs' head coaches are supplemented by any extra coaches to swimmers on the senior national team, the director of sport and national coach are responsible for the facilitation of the high performance coach network
- academic training days for coaches with swimmers in the national team system

The working group believes that the high performance network, based on the above general categorisation, should define which divisions the group must have. Due to the group size and relevance in the way high performance clubs organise themselves and work, there may be a case for one or several networks. The working group also recommends that when the high performance network meets, the high performance coaches should be invited by 1 - 2 times per year. The coaches can "run" on a separate track and that may possibly be a common feature. The idea is to create networks and understanding across coaches and managers.

The working group stresses that the networks have no decision-making powers. The networks should be seen by the sports department and the Danish Swimming Federation's other management as a key sparring group, where, for example, there should be a report after each steering group with Team Denmark that gives a detailed feedback report to the high performance manager network. Similarly, the sports department should, in relation to the high performance coach network, together evaluate and plan the national team's season.

Network groups should meet at least once per quarter.

The active senior national team swimmers must choose a team captain. The team captain is the swimmers' spokesman and representative in the sports department's steering group. In addition, the director of sport must hold a status meeting with team captain at least every six weeks. The team captain must also be invited to the meetings of the high performance coach network that deal with seasonal planning and seasonal evaluation.

4: Recommended actions as a result of the 2016 Danish Swimming Plan

- rules and guidelines for national teams and international qualification
- review of the active agreement
- special agreement between NTC swimmers, the Danish Swimming Federation and the swimming club

- amendments in relation to the swimming section and the broader section
- implementing the new championship structure approved in 2009
- new qualification times based on long-term development and Olympic points for all championships organised by the Danish Swimming Federation
- set-up and development of tools for measuring organisational development in Danish competition and high performance clubs
- set-up of the concept of high performance and high performance + club development and certification program
- in early January the board initiates the necessary amendments and rule changes, so the recommended actions in the 2016 Danish Swimming Plan can be implemented in autumn 2012
- catalogue of ideas for how clubs can improve conditions for senior swimmers
- preparation of a communication plan for how the contents of the 2016 Danish Swimming Plan can be communicated to stakeholders in Danish swimming, as well as staff members that are affected in the high performance department and volunteers in the swimming section

5: Recommendations

- a large part of the working group wants high performance club representation on the steering group of the Danish Swimming Federation and Team Denmark.
- the coach representative in the working group has stated that there is to be a clearer defined passage in relation to qualification for international championships. Thus, coaches want clubs to get the opportunity, more clearly than stated in the above text, to independently, and thus outside of the national team, prepare for international championships via their own preparations. There has not been agreement about this in the working group.

Furthermore, it is the trainer representative's desire that clubs' own preparations from the point of qualification for international championships and until the championship should be funded by the sports department's activity budget.

6: Most Significant Changes

- very ambitious - Danish swimming wishes to continue to aim for international excellence
- the division of NTC coach and national coach function and reorganisation of the former high performance department (renamed the sports department)
- the mandate of the NTC is strengthened
- the Danish Swimming Plan and not the High Performance Plan (a merger of the sport of swimming)
- a common thread from the smallest national championship through to the largest international championship (World Championship and Olympics)

- consistency of selection criteria for national championships, for national teams and international championships
- update of the age-related training concept (ATK)
- new team captain function for the active
- strengthening and formalisation of network creation surrounding the sports department
- strong focus on club development and long-term thinking
- strong focus on coach development
- short-term and long-term objectives for competitive swimming
- a broad plan with strong agreement in the support base and among stakeholders