

**Aussi Tasmania**  
**Draft Strategic Plan**  
**1994- 1996**

**First Draft**  
**24 September 1993**

## 1. Fundamental issues

The following are underlying issues which have determined the content of the plan:

### (i) Environmental backdrop

The activities of Aussi Tasmania occur within, and are affected by, national and local influences. These are:

- an increasing number of previously elite swimmers, now masters swimmers, who seek to emphasis competitive activities to the detriment of general aerobic fitness, fellowship and fun;
- pressures to make coaches, officials and administrators more professional and thus leading to the development of time consuming and expensive bureaucracies;
- tensions between FINA and Masters Swimming arising from differing objectives, philosophies and client groups;
- national and local media which focus their reporting on high profile sports and elite sportspersons which consequently attract major government and private sector sponsorships;
- an increasing demand on limited pool space from an ever growing range of aquatic sports and other fitness and safety programmes.

### (ii) The nature of our activities

Masters Swimming is multi-faceted and services many different clients. Aussi Tasmania promotes and facilitates the activity of swimming (which includes water polo and springboard diving) and the supporting activities of coaching, officiating and administration. Its clients include elite swimmers, non-elite swimmers, aspiring swimmers and swimmers with disabilities and health problems. These swimmers are from a wide range of age groups, have greatly differing swimming abilities and motives for swimming. Other clients, much smaller in number, are actual and potential coaches, officials and administrators.

Aussi Tasmania services its various clients through a governing committee which supports and co-ordinates the activities of clubs. It facilitates the start up and ongoing operations of clubs by:

- giving information about administration, officiating and coaching
- organising coaching seminars
- supporting the training and accreditation of officials and coaches
- organising state championship meets and hosting national meets
- liaising with other branch organisations, the national body and TSI.

Its activities take place in hired accommodation which it does not control. It has no independent accommodation or storage space. Revenue is largely tied to the number of club members in the State and to surpluses from State Swim Meets. Almost all this revenue is used for administrative expenses which do not include any salary costs. Its capital investment is largely the human capital of the

governing committee, which is given voluntarily and without remuneration, supplemented by a limited amount of physical equipment.

The output or success of the governing body's operations is measured mainly through the number of clubs, the number of registered swimmers, the number of participants in State Championships and the National Aerobic competition. Other measures are the number of State and National individual and relay records broken or established annually, and the number of Tasmanian masters swimmers who achieve a ranking in the National Top Ten best times in their age group.

(iii) Internal Issues

A fundamental question relates to how well Aussi Tasmania is placed to meet the challenges posed by its environment. It has a record of strong achievements and a number of strengths.

Important achievements include:

- the establishment of five active clubs
- a total membership which is increasing gradually and steadily
- the organisation of successful coaching seminars
- well organised and successful state championship meets
- the hosting of a National Swim meet and the Swimming components of the First Australian Masters Games and two Tasmanian Masters Games
- holding the Programmes portfolio on the national body
- an efficient and effective State Secretariat.

Strengths include:

- a body of highly motivated members who have a wide range of job and life related skills
- a 'product' in terms of a non-threatening physical activity which is therapeutic physically and mentally, which has social benefits and which appeals to a wide range of people
- the commitment of a small group of coaches and administrators.

While the achievements of Aussi Tasmania have been commendable and considerable, its ability to turn the challenges imposed by the environment into opportunities is constrained by the following:

- the unwillingness of members to take on leadership, administrative and coaching responsibilities
- scarce pool facilities which limit the marketing of masters swimming in all its facets
- a perception that a masters activity is only for older age groups
- a lack of financial resources caused by the low profile of masters swimming as a product to potential sponsors

- difficulties in communicating the aims, purposes and achievements of masters swimming to sponsors and client groups.

To put it briefly, there are too few pools and not enough money. Also, the therapeutic attractions of swimming appear to be so strong that participants are reluctant to take on potentially stressful organisational responsibilities.

The challenge for Aussi Tasmania is to work out strategies to overcome or bypass the identified constraints and make best use of its human and financial resources to market and deliver its product to a wider group of clients.

## 2. Strategic plan details

### Mission

Our mission is the same as for the national body. It is to encourage adults, regardless of age or ability, to swim regularly in order to promote fitness and to improve their general health.

### Strategy

Our broad strategy for the three year period 1994 to 1996 is to maximise the use of our talented human resources; to better market the values and benefits from Aussi activities; to increase financial resources and maximise use of pool times and spaces; and to assert the special purpose and independence of Aussi in relation to TSI.

The emphasis will be on encouraging, supporting, remotivating and developing existing administrators, officials and coaches and refining those activities we do well.

### Aims

Our strategy implies that major aims for the next three years should be:

- To improve the capabilities of existing administrators, officials and coaches *on track eg: Tim Clarke*
- To train and / or accredit enough new administrators, officials and coaches to enable the branch and its affiliated clubs to carry out better its existing level of services for masters swimming.
- To develop new strategies for attracting financial support and gaining influence in the swimming and wider community
- To make more effective use of available swimming pools *- provided by indiv. clubs.*
- To host a national swim meet.