

# AUSSI Masters Swimming Tasmania

## Strategic Plan

2001 - 2003

**Mission** of AUSSI Masters Swimming is to encourage adults, regardless of age or ability, to swim regularly in order to promote fitness and to improve their general health.

### Vision Statement

Aussi Tasmania, a leader in .....

**Objectives** these should address our areas of interest/activity and can be placed under headings of the things we do. They are secular vision statements

**Management** operate as a weel oiled machine

**Coaching** have plenty of excellent coaches

**Officials** - have plenty of excellent officials

**Conducting Events** conduct a couple of events .....

etc

**Strategy** how we achieve our objectives arranged to coincide with the objectives

### Management

Run a tight ship

Operate at a surplus

Let someone else do the work

Act first and think later

### Coaching

Accredit one a month

Suck up to them

Pay them nothing

### Officials -

Train them

Buy them whistles/watches/w.....

### Conducting Events

We will always conduct events no-one is interested in.....

etc

**Guiding Principles** how we behave in our dealings with others

Eg In our dealings, management of events (operations)

- we will be honest, open, fair etc
- we will treat people with respect, courtesy etc ..... be non officious
- we will consult and listen to our members, observers, and .... (not ignore them)
- we will be plan driven, making decisions based on fact, data, ..... (not ego)

Headings in Paulines Plan

**Mission Statement**

**Our vision**

**Challenges**

**Issues to address**

**Process**

**Our strengths**

**Our constraints**

**Strategy 2001-2003**

# **AUSSI Masters Swimming Tasmania**

## **Strategic Plan**

**2001 - 2003**

### **Mission Statement**

To encourage adults, regardless of age or ability, to swim regularly in order to promote fitness and to improve their general health.

### **Our vision**

To place AUSSI Masters Swimming Tasmania as a leading sport and recreation activity within the community.

AUSSI Masters Swimming Tasmania can achieve this vision by ensuring the provision of high quality programs for both members and spectators to lift our profile within the community.

This will include:

- Masters swimming as a leading activity in the community
- Providing its members with high quality service and products
- Encouraging members of the public to participate in masters swimming activities
- Encouraging members of the public to attend masters swimming events and activities
- Ensuring that masters swimming events feature regularly in the media
- Continuing to evaluate the existing program to ensure they meet the expectation and needs of our members eg. coaching programs

### **Challenges**

- Potential market size and growth rate
- Ease of participation outside of formal club structure
- Competition with other sporting activities
- Changes in the sport and recreation market
- Importance of the media in raising the profile of masters swimming
- Impact of internet upon the public profile and marketing of sport
- Impact of major sporting and other recreation activities in Tasmania eg. do they have a strong or weak impact on our organisation

### **Issues to address**

- Identify the things which are central to the financial security of AUSSI Masters Swimming Tasmania and the success of its programs
- Look at the market requirements in regards to participation (members) and spectators
- Look at the strategic and marketing plans for major rivals for participation and venues suitable for AUSSI events

### **Process**

1. Adopt the Strategic Plan for AUSSI Masters Swimming Tasmania
2. Set objective - the strategic plan will influence specific performance outcomes for AUSSI Masters Swimming Tasmania to achieve.

Although not all objectives have a specifically financial focus, it is essential that all objectives are able to provide a positive impact on revenue.

This will enable AUSSI Masters Swimming Tasmania to

- Gain a market share
  - Enhance the reputation of AUSSI within the community and corporate sectors
  - Encourage a ongoing competitive advantage in participation
  - Secure corporate sponsorship
3. To achieve the objectives, AUSSI Masters Swimming Tasmania needs to:
    - Consider the market needs in terms of participation and identify any obstacles, which prevent new participants taking up the sport, and then use information to develop programs to suit.
    - Consider market needs in terms of spectators/volunteers to ensure that masters swimming events are structures to meet these needs
    - Liaise with the media (television, print) to ensure that AUSSI Tasmania is able to meet the requirements
    - Consider the needs of specific targeted groups eg. people with disabilities
    - Develop a strong resource base through the effective use of volunteers
  4. Develop a budget which ensures the resources are aimed at the chosen strategies
  5. Establish information, communication and operating systems that will allow members and volunteers to carry out the identified roles effectively
  6. Regular ongoing evaluation of the Strategic Plan allowing consideration of changes in circumstances or direction which may impact upon the plan and the activities of the organisation.

#### **Our strengths**

- Maintenance of eight active clubs
- Steady membership of approx 350
- Well organised and successful championship meets
- Communications portfolio on the National Board
- Efficient and effective State Management committee
- Highly motivated members with 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
- Web presence

#### **Our constraints**

- Pool facilities which limit the marketing of masters swimming
- Perception that masters swimming is for an older age group

- Lack of financial resources caused by the low profile of masters swimming as a product to potential sponsors
- Lack of Coaching Director

### **Strategy 2001-2003**

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 the use of pool space; maintain a good relationship with Tasmanian Swimming.

Aims for the next three years will be:

- To provide regular professional development activities to improve the capabilities of existing administrators, officials and coaches
- To train and/or accredit sufficient 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 find and maintain a Coaching Director
- To improve communication between committee members through the use of the internet/email
- To develop new strategies for attracting financial support and increase the profile of masters swimming within the community
- To provide regular coaching/technical workshops/clinics for members