

## **AUSSI Masters Swimming Tasmania**

### **Strategic Plan 2002 – 2006** *(5 Year Plan)*

#### **Mission**

For 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**

To promote a friendly, healthy environment for master swimmers to participate in club and branch activities by actively fostering and supporting AUSSI clubs within Tasmania.

## **Objective – Management**

In all its dealing AUSSI Tasmania will be open and accountable, will consider its mission in all decision making, operate according to its Rules of Association and By-Laws and manage its annual affairs in accordance with an operational plan and budget. AUSSI Tasmania will be active as a member of National and promote communication between members, clubs and National. AUSSI Tasmania will create an environment that enables clubs to attract members and grow.

## **Strategy**

The management of AUSSI Tasmania will:

- Conduct their affairs in an open, fair and democratic manner
- Consider the mission of AUSSI Masters Swimming when making any decision impacting on members
- Utilise the handbook of AUSSI Masters Swimming in Australia (Inc). as a guide in all facets of Branch management
- Develop an annual operational plan for adoption at the AGM
- Conduct their affairs in accordance with the operational plan
- Maintain a regular communication with all clubs
- Encourage elected officials to develop their management and technical skills
- Encourage an active involvement of all clubs in the management of the Branch
- Ensure appropriate information has been gathered prior to a decision
- Develop active communications and a cooperative relationship with Tasmanian Swimming and its member clubs
- Develop a profile with local and state government
- Ensure an active role is undertaken with AUSSI Masters Swimming in Australia.

## **Objective – Financial Management**

To achieve its vision and objectives AUSSI Tasmania will establish and maintain sufficient financial reserves to enable all activities to be properly funded, its officers properly equipped and compensated and its servants properly remunerated.

### **Strategy**

In financial management AUSSI Tasmania will:

- Prepare an annual budget in support of the operational plan and present it for adoption at the AGM.
- Conduct their financial affairs in accordance with the annual budget.
- Maintain financial reserves at a level necessary to meet projected three year capital expenditure.
- Follow appropriate accounting standards in all financial management.
- Set affiliation, capitation and staging fees to enable annual operations to run at a surplus.
- Seek sponsorship for the Branch to help alleviate the financial commitment of members.

## **Objective – Coaching and Education**

AUSSI Tasmania will facilitate the training and development of coaches of Masters Swimming within the Branch by regularly conducting seminars and accreditation programs.

### **Strategy**

In coordination of Coaching and Education AUSSI Tasmania will:

- Facilitate accreditation courses for coaches at intervals that encourage continual training and improvement of coaching roles.
- Aim to have at least two accredited coaches registered per club.
- Encourage coaches to attend practical forums and to share knowledge.
- Facilitate workshops, clinics for members.
- Participate in national coaching initiatives.

## **Objective - Officials**

AUSSI Tasmania will ensure there are sufficient accredited and competent officials to conduct its events. AUSSI Tasmania will develop a culture in which members seek to attain and maintain qualification as swimming officials.

### **Strategy**

The management of AUSSI Tasmania will:

- Ensure that competent officials are trained to conduct events as per the AUSSI Rules.
- Conduct seminars for training of officials.
- Provide recognition and recording of official duties.
- Provide equipment for officials compatible with the duties they perform.

## **Objective - Events**

AUSSI Tasmania will conduct and promote Branch events on a regular basis, encourage interclub and postal events, promote the Aerobic Trophy competition, and actively seek to host national events in Tasmania.

### **Strategy**

In scheduling and managing Branch Championships and sanctioned swim meets AUSSI Tasmania will:

- Provide competitions at various locations around the state to encourage participation by all members.
- Conduct annual Long and Short Course Championships.
- Conduct annual Long and Short Course Long Distance Championships.
- Encourage interclub events.
- Develop new Branch events in the pool and open water as appropriate.
- Encourage participation in the National Aerobic Trophy.
- Host a National Championship in Tasmania whenever possible on the rotation system and encourage participation in all National Championships.
- Seek to host the swimming events at any Masters Games conducted in Tasmania.

## **Objective – Safety and Health**

AUSSI Tasmania will at all time endeavour to provide a safe environment for members both in and out of the water. AUSSI Tasmania will develop a safety minded culture within the Branch.

### **Strategy**

In managing safety and health issues AUSSI Tasmania will:

- Train club Safety Officers and members to safety standards, awareness of OH&S responsibilities and the National Safety Policy and guidelines.
- Ensure an accurate record of safety incidents is maintained.
- Encourage all members to be aware of water safety and the buddy system.
- Promote CPR.

## **Objective - Publicity and Promotion**

To prosper and grow AUSSI Tasmania needs to develop a positive public profile by arranging publicity in all areas of the media of Branch events, clubs and members. Public profile can also be enhanced through promotional activities.

### **Strategy**

In publicity and promotional endeavours AUSSI Tasmania will:

- Seek to use sponsorship to develop a higher profile within the community and to provide better facilities for members.
- Develop an active media profile to enhance the public perception of Masters Swimming.
- Promote masters swimming to Tasmanian Swimming clubs as a natural progression for their retiring members.
- Maintain an AUSSI Tasmania web page with links to the National website.
- Encourage clubs to develop websites.

*In development of the Strategic Plan AUSSI Tasmania has considered the following:*

## **Challenges**

- Potential market size and growth rate
- Pool lane facilities
- 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
- Perception that masters swimming is for an older age group

## **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

## **Our strengths**

- A 'product' in terms of a non-threatening lifetime physical activity that is therapeutic physically and mentally, has social benefits, and also that appeals to a wide range of people regardless of age or ability.
- 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 friendly environment in which to participate
- The commitment of a small group of coaches and administrators
- Web presence

## **Our constraints**

- Pool facilities which limit the marketing of masters swimming
- Lack of financial resources caused by the low profile of masters swimming as a product to potential sponsors
- Lack of Coaching Director
- Not all clubs are active participants in Branch activities
- Lack of established or readily accessible development activities for coaches and coaching
- Few members experienced in administration of the Branch
- Lack of a marketing director, marketing expertise or objectives
- Little communication between Masters Swimming coaches within the Branch

## **Guiding Principles**

In all our dealings:

**We will be honest, open fair and consistent.**

**We will treat people with respect and courtesy.**

**We will consult and listen to our members, respond promptly and not make promises we cannot keep.**

**We will be plan driven, making decisions based on fact and data.**